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Partners in Progress:
The 1992 Montana Library Federation Study

Final Report

Submitted to
The Montana State Library Commission
1515 East Sixth Street
Helena, Montana 59620

Prepared by
The Blue Bear Group, Incorporated
P. O. Box 61048
Denver, Colorado 80206-1048

DRAFT COPY OF THE FINAL REPORT

This draft of the Final Report is printed and distributed without prior comment or discussion with members of the Montana State Library Commission or the Montana State Library.

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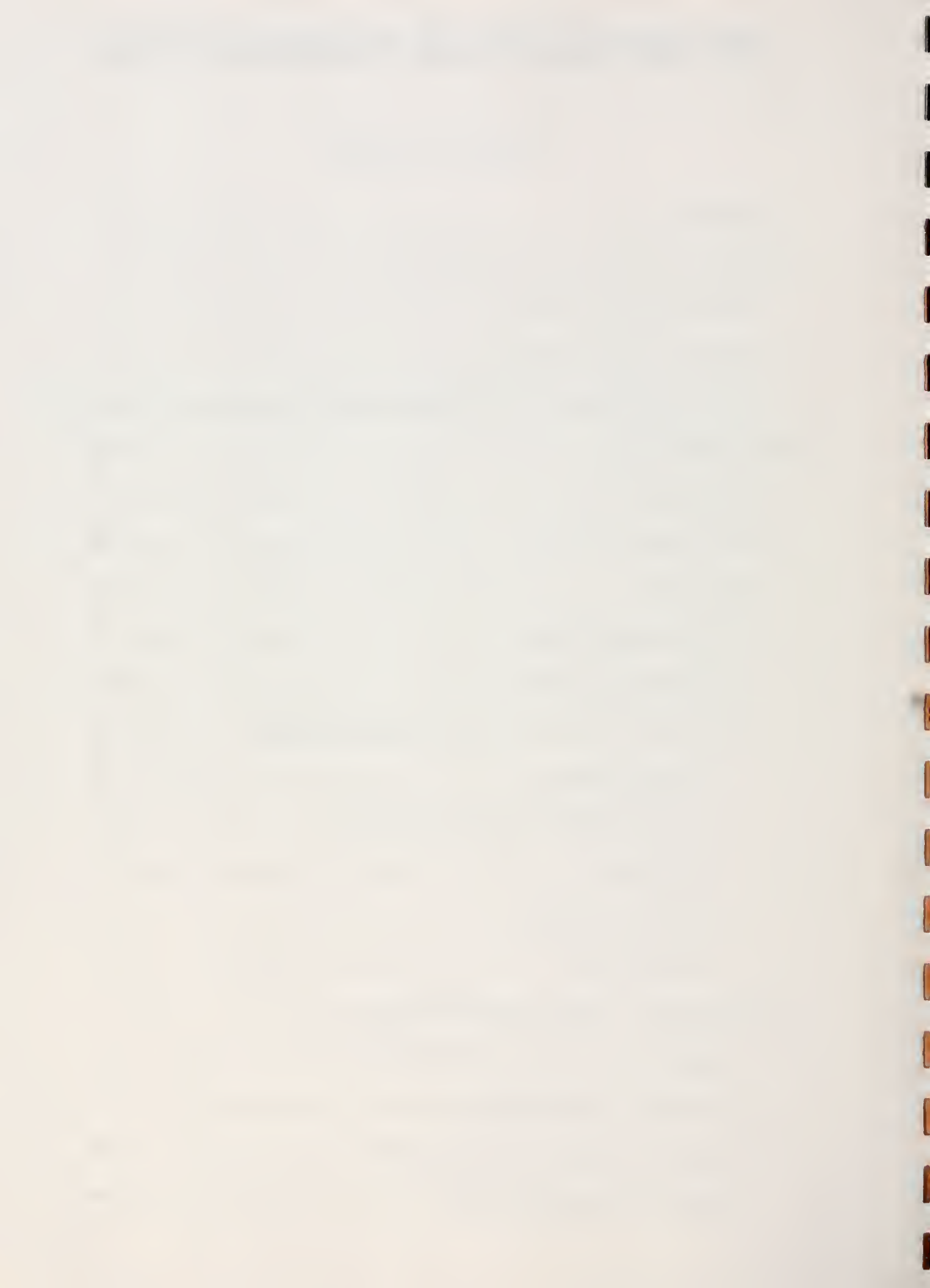
The Blue Bear Team wishes to thank the librarians who participated in Focus Meetings, wrote letters, responded to the questionnaire, facilitated local arrangements, and the State Library staff for their continual, cooperative assistance during the study.



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I. Introduction

The diverse libraries located in Montana present a unique and challenging environment in which to explore federation service potentials and options for the future. The significant characteristics of the state require the provision of enhanced library services at the local level to geographically dispersed residents who are able to support basic government programs through reasonable taxation.

Recent technological advances have changed long standing ideas about library services. Efficient, affordable, and achievable computer assisted projects are now possible for libraries of all types regardless of geographic location. The successful blending of the dynamic information industry, the applicability of products and services to the library community, and a stable, reliable federation structure combine to provide an environment in which librarians can develop and promote direct practical involvement in the political, economic, and social aspects of statewide programs.

The technical requirements inherent in the analysis, planning, design, costing, implementation, and evaluation of numerous statewide efforts demand experience in all aspects of library services and associated activities. Experience with the technical and service issues related to library federation planning and implementation is required to provide clarity of services, tasks, methodology, products, timeliness, and budgets. The 1992 Montana library federation study provides a unique opportunity for library staff members, the Montana State Library Commission, the Montana State Library staff, and the outside evaluators.

Library service is delivered one-on-one. Regardless of the type of library, the community in which it is located, or the organizational structure of which it is a part, all librarians strive to meet their patrons' information needs. Each time that a patron asks for a particular item or an answer to a question, when the need is met, the librarian delivers library service. Following an example of excellence set by the predecessors, present-day librarians serve patrons individually, one at a time.

During the decade of the 1990's librarians will continue to meet the needs of a diverse clientele, responding to increased demands for information ranging from traditional reference questions and readers' advisory services to the use of nationally or internationally available databases and complicated, technical resources located within network environments. Despite forthcoming technical challenges and service enhancements, the basic tenets of library service will remain constant.

Librarians will concentrate their efforts on the basic service areas of information delivery, collection development, resource sharing, reference query resolution, and technological advances. Through a variety of continuing education opportunities librarians and support staff members will learn new strategies and techniques to help them serve patrons better.

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Throughout the last decade of the twentieth century librarians will face a number of significant challenges. Predictable peaks and valleys of public and private support will continue, a result of economic prosperity and recessions, both of which are direct impacts on the available financial support for libraries. Realistically, librarians cannot expect to achieve constant, interrupted success when requesting additional monies. Support for current and enhanced library services requires positive relationships with all appropriate jurisdictional units. However, despite the importance of need, the collective pressure on community, county, state, and federal officials to increase library funding, immediate, dramatic results are not eminent. While seeking increased, stable funding, the librarians' mandate remains clear: to maximize opportunities for improved, efficient, cost-effective, high quality library service in response to the actual and anticipated requests from the diverse clientele they serve.

Through innovative, cooperative efforts librarians will exponentially expand the information resources available to serve all patrons. Mutually beneficial agreements enable librarians to access a greater range and depth of resources unavailable in a single service facility. In turn, patrons who use all types of libraries reap the benefits resulting from such efforts. Working together, librarians plan and achieve innovative solutions. Access to a conceptually large collection of resources which are located at geographically dispersed locations is possible through strategies designed and implemented cooperatively by library administrators.

Librarians who participate in cooperative programs are more able to carry out an organizational mission to offer maximum access to patrons. In addition, librarians can expend dollars prudently and wisely, recognizing the resources available elsewhere. Working together, librarians can follow the ever-present requirement to spend funds in a morally correct and ethically appropriate manner. Regardless of the extent that cooperative agreements may reach, fiscal responsibility and accountability cannot be avoided, ignored, or forgotten by any library administrator.

A fluid, dynamic environment filled with uncontrollable, often unknown influences and forces, faces library administrators in the decade of the 1990's. Basic components of library service remain constant. The type, size, or service area significantly differs from one library to another; financial and political support ranges from unspoken passiveness to aggressive enthusiasm. Throughout the country the library environment remains filled with increasing program and service requirements, financial constraints and pressures, and technological advances; each factor in the environment is accompanied by unforeseen challenges and opportunities, negative and positive. Like their colleagues throughout the country, librarians in Montana face an environment filled with a multitude of complex factors.

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II. History of the Montana Library Federations

To understand and appreciate the achievements of the Montana library federations a brief review of their collective history and role in statewide library development is appropriate. A brief historical review and content highlights of the relevant study documents is provided to familiarize the reader and to serve as a basis for the Courses of Action provided for consideration by the Montana State Library Commission.

Since their establishment, the six Montana library federations have provided technical assistance, programs and services, and support to public libraries throughout the state.

During the early years (1956-1976) the federations operated as federally funded demonstration projects. Encouraged by the improvements in public library service available to all residents, the Montana Legislature enacted the first federation law in 1974. Individual federations developed innovative, cooperative programs for the efficient delivery of library services and the distribution of state funding.

Following the development period, the six federations expanded levels of library participation, programs, and services in the subsequent fifteen year period (1976-1991). The Montana Legislature allocated initial state funding through a portion of the Coal Severance Tax in 1979. All public libraries participated in federations by the end of the 1970's.

Formal studies and reviews of the Montana federations and their role in library development began about 1982, approximately twenty-five years after the passage of the federal Library Services Act. Periodically the Montana State Library Commission and the State Library conduct a self study or contract for the review of a specific aspect of the federations. To date several formal documents comprise the on-going analysis of the Montana library federations.

A. The Early Years: 1956-1976

Development of the Montana library federation system started in 1956. The passage of the national Library Services Act (Public Law 84-597) provided matching federal funds for the extension and development of public library services to rural, unserved residents.¹ Early Montana federation planners believed that great distances, sparse population, and limited services available from small, public libraries would be strengthened and improved through cooperative programs.

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Local public libraries pooled resources and information, eliminated unnecessary duplication of effort, and provided benefits of high-quality programs and services to all Montanans.^{2 3} Small public libraries were grouped together geographically; large public libraries served as federation headquarters, and the directors became Federation Coordinators.

As each of the six library federations developed, the original programs and services expanded to include the sharing of resources, materials, people, and equipment among libraries; the provision of equal access to materials and information for all residents; and, the provision of centralized activities to the smaller libraries.⁴ Early plans for the federation activities included shared book purchasing, technical processing, in-service training, and bookmobile services.⁵

During the first demonstration period (1956-1976) cooperative federation programs were funded with Library Service Act (LSA) and later, its expanded replacement legislation, the Library Services and Construction Act (LSCA) (Public Law 88-269).⁶ Following the demonstration period, funding the federations' cooperative programs and services became a local responsibility. Local public libraries were expected to continue their activities through contractual arrangements with the headquarters libraries.

However, when the twenty years of federation establishment and development ended and local public librarians attempted to secure adequate funds in support of the cooperative units, they discovered that monies were insufficient to continue. Federation programs and services were curtailed due to insufficient funding.

The Montana State Library Commission reaffirmed the federation concept in 1965. In the Plan for the Development of Library Service Professor Ruth Warncke, in cooperation with the Library Development Committee of the Montana Library Association and the Montana State Library Commission, recommended that libraries band "...together in groups called systems, working together to make a wide range of library materials and services available to all residents of the total area...the type of system that suits Montana's needs best is called the federation."⁷

In 1974 the Montana Legislature passed the library law providing for federations (MCA 22-1-401 through 22-1-413).⁸ Through the policy statement legislators encouraged the most efficient delivery of library services to the people of Montana and the organization of public libraries into federations for the distribution of any state funding. Individual federations developed innovative, cooperative programs. The Montana State Library encouraged all public libraries to join federations. By 1975 approximately one-third of the public libraries in Montana had joined federations.

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B. The Later Years: 1976-1991

To encourage participation by all public libraries in federations the Montana State Library Advisory Council and the Montana State Library Commission recommended that \$174,000 of LSCA funds support a second demonstration project (1975). Both the Advisory Council and the Commission set the goal of federation participation by all public libraries.

The programs and services offered by the federations were expanded to include more resource sharing, reference backup, workshops and continuing education activities. Some federations relaxed participation requirements so that public libraries could contract for programs and services selectively. Librarians could select the levels of participation according to local needs or costs.

At the end of the year-long demonstration project the number of public libraries which belonged to federations more than doubled. The number of interlibrary loan transactions increased dramatically during the project.

Three years later (1979) the Montana Legislature allocated one per cent of the Coal Severance Tax to the State Library Commission for support of the six federations.⁹ Through the dedicated efforts of public librarians, trustees, federations, and friends of the Montana library community, state funding became a reality. With the state funding for federations' programs and services, all public libraries could participate for the first time since the second demonstration had ended four years earlier.

The Montana State Library and Federation Coordinators developed guidelines for the expenditure of Coal Severance Tax funds.¹⁰ The Montana State Library Commission adopted the guidelines in April, 1980. The guidelines specified basic library services: resource sharing of materials; resource sharing of services; resource sharing of people; and, resource sharing of funds.

By 1986 the guidelines included reference and information services, continuing education and consulting, children's services, and collection development. However, the Commission has not adopted a formal definition of "basic library services."¹¹ Public libraries continued to participate in the federations.

The federations offered a variety of services to participating member libraries. Services frequently included the following: reference and information services, including interlibrary loan and subject requests; interlibrary loan processing; communicating, consulting, and continuing education for member librarians; administration; and, flow-through money to individual libraries for books, equipment, or other activities at the discretion of the local library.¹²

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When the Montana State Library Program Review Committee conducted its thorough study in 1982, several of the recommendations focused attention on the federations.¹³ The Committee urged the Montana State Library Commission to clarify the role of each service level and its responsibilities (State Library, federations headquarters libraries, and member public libraries); to examine existing criteria for designating and renewing federation headquarters designations; to formalize the relationships among the Federation Coordinators, the State Library and the Commission; to encourage and help libraries to acquire computer capabilities; to add headquarters library collections to the Washington (now Western) Library Network (WLN) database; to join WLN; to re-examine the existing definition of "basic library service" as referred to in the Coal Severance Tax; to re-examine the expenditure guidelines; to re-examine the structure and governance of the federations; and, to review, revise, and update library laws and administrative rules regarding public libraries and federations.¹⁴

To study and make recommendations regarding the federations the Montana State Library Commission appointed a Federation Review Committee on December 10, 1982. The seven-member Committee worked with an outside facilitator, JoAn Segal, until November 17, 1983. Members followed a carefully defined course to understand the environment in which Montana libraries operated, possible changes in the federation structure for future developments anticipated to occur during the next twenty years. After thoughtful consideration and evaluation, the Committee submitted twenty-eight recommendations in a document, Montana Federations: 1984.¹⁵

The recommendations included "...changes in governance, core services, strengthened communication and information, new funding sources, and greater accountability. The recommendations also saw the need for federations as a level of cooperation combined with local and statewide development."¹⁶

In 1985 the Montana State Library Commission issued the Blacktail Mission Statement. The Commission expressed support for the federations and encouraged them to include the following elements in their FY 1986/87 plans of service: encouragement to all public libraries to become as independent as possible in interlibrary loan capabilities; mechanisms for sharing people and technological resources; inclusion of headquarters libraries' holdings in the WLN database; meetings between extension librarians and public library boards of trustees on a continuing basis; and, public awareness campaigns promoting library resources.¹⁷

The Commission continued to recognize the important role of the federations in the 1987 Bear Creek Mission Statement. Despite difficult economic times and decreasing funding levels, the Commission encouraged federations to continue their role of fostering cooperation among libraries, taking advantage

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of the political and technological opportunities of the present to create a future.¹⁸

In 1988 the Montana State Library Commission hired Economic Consultants Northwest (ENC) to conduct a study of interlibrary loan among all types of libraries. Based on the amount, borrowing, and lending activities, ENC determined the time and costs involved with processing transactions. The data were used to design a form to monitor future interlibrary loan activities and to aid in its manipulation for statistical reporting. Respondents expressed the need to continue interlibrary loan services for patrons without charging fees.¹⁹

Two years later the Commission reaffirmed support for the library federations in the 1989 Butte Mission Statement. The Commission encouraged all libraries "...to forge partnerships which will allow them to meet the challenges facing them in the 1990's."²⁰ The new partnerships may transcend existing federation boundaries and will be necessary to meet the information needs of a dynamic society.

In 1990 the Montana State Library Commission appointed eleven citizens to examine the full range of problems and opportunities facing all libraries and to make recommendations for action. The Blue Ribbon Panel on Libraries at Risk delivered its final report on December 12, 1990.²¹ The report focused attention on the current status of Montana's libraries; an assessment of the state's collective library and information service needs; and, a series of recommendations for action.

The recommendations fell into three categories and could be summarized as follows: major efforts must be undertaken to foster enhanced cooperation and coordination among all of Montana's libraries to achieve service improvements and cost savings; a commitment to deploy the information technology will improve resource sharing and other cooperative activities to ensure that all citizens will have maximum access to information; and, additional funding on a stable, continuing basis is needed.²²

In response to the challenge of delivering information to Montanans, librarians use diverse technologies and automated, cooperative services and programs. Six Montana librarians worked to write and publish a collection of papers to provide assistance for small library staffs. The papers clarified basic questions, general perceptions about automation, and provided moral support to colleagues.²³

Library professionals, trustees, friends, government officials, and representatives of the general public convened in January, 1991, for the Governor's Conference on Library and Information Services. The delegates passed forty-three resolutions which "...serve as a useful guide as Montana plans its next ten years of library services."²⁴

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C. The Current Montana Library Federation Study

The Montana State Library Commission issued a Request for Proposal (RFP) in May, 1992, for "...a contractor to study the library federation system in the State of Montana and to assess the viability of continuing the federation structure as it is or to change and improve the current structure."²⁵ After a national solicitation and evaluation process, the Commission contracted with The Blue Bear Group, Inc. to conduct the study. The contractor assembled a Team of four professionals to study the Montana library federation structure.

The RFP outlined four major tasks. The contractor reviewed the tasks and found them to be descriptive and comprehensive. The Team completed the following specific tasks: reviewed all background documents; developed, distributed, compiled, and analyzed a confidential/blind questionnaire to survey all libraries in the state regarding federation services (past, present and future) and other pertinent issues; conducted Focus Meetings in each of the six federation areas; and, delivered an Identification Paper (August, 1992) and a Final Report (September, 1992).

In order to prepare a study and to make recommendations, the Team recognized the importance and roles of the existing databases and systems (WLN, CLSI, Dynix, Inlex, OCLC, Bibliofile, and Winnebago). The Team supported the statewide goals contained in the 1984 Montana Federation study. Those goals which related to the current project were considered and incorporated.

To enhance an understanding of the library services which are delivered locally throughout Montana, comprehensive federation needs, capabilities and perceptions, and related elements of the strata from the local level through the federation to the State Library, the contractor conducted a series of site visits. A representative visited the six federation headquarters, university and college libraries, selective public libraries, and other participating institutions as well as the Montana State Library. Arrangements for the site visits were coordinated between the appropriate local agency and the contractor. During the site visits the Team members facilitated open discussions focused on library programs and service needs and possibilities of related issues for local, federation, and statewide efforts.

In addition to these activities, the Team conducted Focus Meetings at each federation headquarters. Representatives of the participating libraries, public library trustees, Federation Coordinators, Federation Advisory Board members, Advisory Council Representatives, State Library staff, Commission members and other interested parties met and discussed overall library services, the roles of each constituency, and the state federation structure, its services and programs. During the Focus Meetings the Team member

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facilitated an examination of the current federation programs and services; potentials for future federation activity enhancements; models from other states; and, other topics related to Montana library service.

Team members participated in meetings with the Federation Coordinators, State Library staff, Advisory Council representatives, and Commission members.

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III. Study Methodology

A. Methodology Overview

The Team members recognized the importance of conducting the study according to recognized scientific methods. The consultants worked in a coordinated effort; each member tested, inspected, and analyzed relevant data while maintaining objectivity. The "correct" or "most appropriate" recommendation or alternative Course of Action was not preconceived or predetermined. Rather, the Team worked with the participants to gather, analyze, and formulate alternatives and strategies. The focus and content of the Final Report has been driven by the libraries in the Montana environment rather than by the Team's perspectives and beliefs.

To carry out the project the Team used the case study method research design combined with an ex post facto study, the survey and interview gathering techniques, and a systems analysis analytical technique. The approach and methodology were developed based on the tasks outlined in the RFP with considerable emphasis on the involvement of the representatives of each participating library, trustees, Advisory Council representatives, State Library staff, Commission members, and other interested parties.

B. The Project Work Plan

In order to address the project tasks appropriately, the Team designed a work plan consisting of five major activities. A brief description of each component in the work plan follows.

Initially, the Team completed start-up activities and contractual negotiations with the fiscal agent. The contract included the negotiated schedule of payments, deliverables, and project calendar.

Next, the Team scheduled and conducted site visits to gather updated, comprehensive information regarding the library federation structure, plans of service, future needs, current capabilities, and librarians' perceptions. A Team member visited each federation headquarters, representative academic libraries, and participated in Focus Meetings. The findings were incorporated into the Identification Paper and the Final Report.

A third activity required the gathering of information describing the history of the Montana library federations, current plans of service, and budgets. The information provided a basis to evaluate models from other states and was incorporated into the Identification Paper and Final Report.

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In a separate activity Team members met with librarians from participating institutions, the Montana State Library staff, and others to discuss overall statewide needs and possibilities for alternative Courses of Action. The Team representative held an initial meeting with each Federation Coordinator. At the conclusion of the site visits the Team discussed immediate reactions and perceptions.

The fifth activity is the delivery of the Final Report. The Team incorporated all of the findings from the confidential/blind questionnaire and the insights gained from the Focus Meetings, individual discussions, and sessions with State Library staff and Commission members. The Final Report details the selected, alternative Courses of Action.

C. Procedures

1. The Case Study Method

The case study method allowed the Team to focus on a single phenomena (the current library federation structure in Montana) and the utilization of various data collection and analysis techniques. The library federation structure study in Montana required a comprehensive data collection approach inherent in the case study method. This approach was particularly appropriate due to the requirement to study various libraries and federations severally and collectively in a specific environment. The case study method provided the Team with the opportunity to apply the findings directly to the group being studied.

Given the level of detail available to describe libraries in Montana and their activities, the Team used the exploratory study aspects of the case method. The Team collected and clarified data and concepts as well as challenged assumptions with regard to the library federation structure.

The Team took the following steps: identified and described the libraries in Montana and the environment in which they exist and operate; assembled and analyzed information about the libraries, their requirements, constraints, and capabilities, considering relevant terms and variables; examined the study mission; examined models from other states (New York, Pennsylvania, Illinois, South Dakota, Texas, and Colorado); analyzed the findings of the study; and stated the findings of the study.

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2. The Ex Post Facto Study

The Team analyzed what has happened in the state and the data gathered by others in order to understand the cause and effect relationships. The Team examined the data collected by the Federation Coordinators and data supplied by the Montana State Library. By studying the library program and service components at the local level and the environment in which they are delivered, the Team determined supplementary data required to design, cost, and evaluate current and alternative federation structures.

3. The Survey and Interview Data Gathering Techniques

Using survey and interview data gathering techniques the Team collected and analyzed empirical knowledge regarding libraries in Montana. This knowledge enabled the Team to make appropriate generalizations. The Team used the interview field method to obtain supplemental data. Team members conducted informal interviews with library staff members at participating institutions and unobtrusive observations at local sites.

In a companion effort, library staff members and public library trustees completed a confidential/blind questionnaire. (The confidential/blind survey instruments are included in appendix A.) Representatives from other constituencies received a related, yet distinct, confidential/blind survey instrument. Based on the Team's experience, reliance on a single data collection technique is neither recommended nor supported.

Survey instruments used during the informal interviews and the unobtrusive observations were simple and clear. In all cases the instruments were designed for the Team member to complete consistently. This approach supported a full discussion among Team members at the conclusion of the data gathering phase of the study.

The following sections describe the methods used to conduct the mail survey and a brief narrative of the results. For a more detailed description of the survey, refer to appendix B.

a. Sampling Design

The Montana State Library provided the Team with 594 mailing labels for representatives of all libraries within the state. The libraries were divided into three major groups: public libraries; academic, special, institutional and tribal; and, school library media centers.

b. Confidential/Blind Questionnaire Design

The success of a questionnaire is related directly to the participants' inclination to respond in a timely manner. The Team devoted considerable effort to the design of the federation study instrument. Content for the questions was selected from documents and publications of the Montana State Library and Commission during the period 1984-1991.

The reliability of the data collected from the participants is dependent upon the accuracy with which the instruments are completed. The instruments contained a section of basic data about the respondent; a number of standard questions to be answered using a rating scale; and, a number of open-ended questions. Each section was designed to serve a specific purpose in the evaluation process.

The basic data about the respondents was used to determine trends and patterns of perception about the Montana library federations among members of the three major participant categories. The standard answers were used to determine ratings and to compare answers among categories. The responses were used to measure such relationships as the following: the categories of participants and the level of satisfaction with current federations' programs, services, and operations; and, the participants' expectations for future federation programs and services.

The open-ended questions provided data regarding specific federation programs and services, local library needs, and possibilities for federation structure changes. Comments in response to the open-ended questions are contained in appendix C.

1. Organization

The instrument was divided into five major sections: basic familiarity with the federations; federation programs and services; federation governance, organization and administration; bibliographic database development and resource sharing activities; and, issues facing Montana library federations.

The first section contained four (4) demographic and five (5) open-ended questions. In response to the open-ended questions participants stated opinions about the levels of satisfaction and importance about general aspects concerning library federations.

The second section contained thirty (30) questions in which the respondents denoted opinions regarding federation programs and services. Respondents indicated their perceptions about six services and programs: direct user services; consulting services; collection management services; technical services; resource sharing and interlibrary loan activities; and, new technologies and automation services. Each question was rated as a strength, weakness, or a valuable new service.

In the third section respondents were asked to indicate their opinions about twenty-five (25) questions pertaining to four (4) aspects of federation management: governance, organization, administration, and funding. Each question was rated as a strength, weakness or no opinion.

The fourth section contained fifteen (15) questions in two areas: bibliographic database development and resource sharing and interlibrary loan activities. Each question was rated as a strength, weakness, or no opinion.

In the fifth section respondents were asked to rate nineteen (19) issues facing Montana library federations. Each issue could be rated as very important, not important, or no opinion. The instrument ended with an open-ended question in which the respondent could explain the way in which he or she would change the Montana library federation structure.

2. Personalization

The Team wanted to communicate personally with respondents. The critical message to respondents was the importance of their participation to provide a document which reflected opinions as accurately and completely as possible.

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Each questionnaire was enclosed with a personal letter that explained the nature and usefulness of the library federation study. Respondents were assured of confidentiality; no places were provided for identifying data. The Team invited each respondent to write letters with specific comments; the Team answered each individual, signed letter.

Despite the desire for personalization, practical considerations were included in the mail survey process. The Team used generic mailing labels to send the survey; stamped, self-addressed envelopes were included for use by the first two groups of respondents. School library media specialists had to supply envelopes and stamps.

c. Pretesting

This essential step allowed the Team to correct errors, ambiguities, and misconceptions of meaning associated with the ninety-nine (99) questions. The questionnaire draft was critiqued by the Montana State Library staff. All of the suggested modifications were made prior to the printing and mailing of the survey.

d. Follow-up Procedures

The Team mailed the survey packets on July 23, 1992. Respondents returned the questionnaires to the Team's office in Denver, Colorado, for data analysis. To maximize the response rate, the Montana State Library sent a reminder to each school library media specialist; the Team sent a reminder to public, academic, special, institutional, and tribal library.

e. Data Analysis

Survey responses were entered into Lotus 1-2-3. The software package allows easy data input and simple calculations, statistical procedures and testing. All open-ended comments were entered manually into WordPerfect.

1. Accuracy of the Estimates

The universe for the survey was 594 Montana libraries. The number of returned questionnaires (sample size) was 90; the response rate was 15.15 per cent.

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Among public libraries the universe for the survey was 102. The number of returned questionnaires was 55; the response rate was 53.92 per cent.

Academic, special, institutional, and tribal libraries included were a universe of 104 in the survey. The number of returned questionnaires was 27; the response rate was 25.96 per cent.

The universe of school libraries for the survey was 388. The number of returned questionnaires was 8; the response rate was 2.06 per cent.

2. Analysis of Non-response

The Montana State Library supplied a set of 594 mailing labels to distribute the questionnaire. A total of 90 questionnaires were completed and returned; this number represented a response rate of 15.15 per cent.

Statistically, a response of twenty (20) per cent is considered average. Response rates as low as ten (10) per cent are not uncommon.

Based on the information available to them, the Team has no reason to believe that the 504 non-respondents (those Montana librarians who did not complete and return the questionnaires) had significantly different opinions than those who did respond. There is no reason to believe that a non-respondent bias exists.

3. Lack of Response

Mail surveys have the inherent flaw of no control over the respondent to answer each question. There are several reasons that a respondent may not answer a particular question. The reasons may include the following: instructions that confused the respondent; questions that confused the respondent; answer categories that confused the respondent; and, disregard of the questions by the respondent.

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The pretesting process did not reveal difficulties with the instructions, questions, or answer categories. The probable cause for no response is a disregard for questions concerning areas not currently included in the respondent's frame of reference.

D. The Systems Analysis Analytical Technique

The Team members used the systems analysis analytical technique to consider all of the aspects of the library federation structure in Montana. The Team considered these aspects for each alternative Course of Action: the objectives of the proposed Courses of Action and appropriate performance measures; the environment (geographic, political, social, economic, educations, and library) in which the alternative would exist; resources (financial, human, equipment, materials, and the like) required to establish, operate, and maintain the alternative; components of each alternative; and, management and governance structures for each alternative.

During the Focus Meetings participants expressed comments, opinions, and suggestions regarding the library federations. In addition, participants were challenged to defend their philosophical positions and to react to changes, modifications, and ideas suggested by others. The data gathered during the six Focus Meetings and discussions are included in appendix D.

The data have not been prioritized, sorted, or interpreted and are reported without judgment and prejudice. The data do not appear in any particular order.

To facilitate analysis and consideration the data and accompanying comments are arranged in the following nine (9) categories: organization, structure and governance; funding and financial support; resource sharing and interlibrary loan; Montana bibliographic database; collection development; technology and automation; continuing education; certification of librarians, trustees, and staff; and, the State Library.

The following discussion references the historical foundations and conclusions drawn from the suggestions, comments, and information expressed by attendees during the six Focus Meetings. This section blends the historical perspective, current program and service elements, and future enhancements. Careful understanding of these areas prepares the reader to consider the alternative Courses of Action.

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1. Organization, Structure, and Governance

The federation concept provided a strong foundation for the improvement of public library service in Montana. Since the first demonstration project in 1956 local public libraries have worked together to share materials and coordinate services. The vital role of federations cannot be under-estimated in Montana library development. Formal documents published by the Montana State Library Commission consistently acknowledge and support the six federations.

"Library federations serve a vital role in fostering cooperation in Montana..."²⁶ A majority of the libraries in Montana -- public, academic, special, and school -- participate in formal and informal cooperative networking arrangements and associations. Librarians historically worked with their colleagues in communities, counties, regions, and federations. The cooperative efforts were neither fostered nor limited by formal organizational structures or governance requirements.

"Libraries, through resource sharing, adequate training, consulting services, information technology, and increased revenues, must be armed to meet the challenges they face. Partnerships for progress will be necessary, for without such cooperation, no library can meet the challenges which the next decade will present."²⁷ Given that the librarians are successful and working together for improved access to information, proposed changes require a careful and well-founded basis.

The "...sharing of ideas so that students, teachers, school boards, librarians, and the patrons of all libraries in the state of Montana will have the broadest access to information possible starting now and continuing in perpetuity."²⁸ Strong personal contacts among librarians in Montana are important elements in the delivery of library service. Their collective energy and enthusiasm permeates all aspects of programs and services. Broadly considered, the federations parallel an extended family or team. To disrupt a successful, participant-defined group without adequate justification does not seem to be in the best interests of either patrons or the Montana library community. To continue the federation concept is reasonable. Rather, if focused toward mutually beneficial goals, the positive interest and energy of Montana's librarians will be a key element of success.

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To change the number or geographic boundaries of the six federations as they are currently drawn does not seem necessary. The artificial boundaries have provided a stable division of the state into six geographic areas. Some of the federations are extremely large, covering thousands of square miles. Each federation has established an identity, developed a working relationship with the smaller, participating public libraries, and provides a strengthening force in the library environment. To change the number of federations or their boundaries without adequate justification and cause would be unreasonably disruptive. Significant resources would be devoted to the task of redefining service areas for the replacement federations.

The continuation of six federations is reasonable. During the Focus Meetings participants expressed an overwhelming support for the federation concept. Responses from the survey supported the federations; librarians representing non-public organizations expressed a level of frustration because of legal prohibitions which preclude their membership.

Librarians recognize "...a parallel need for libraries of all types to work together more cooperatively -- to share materials and to coordinate services -- in a fashion calculated to enhance services through efficiency improvements."²⁹ Every library is encouraged to participate fully in resource sharing and interlibrary cooperation to increase access to the state's resources for all of Montana's residents.

"...no matter what type of library, all are part of the state's fabric of information provision, and all have resources and strengths to contribute for the good of all."³⁰ The informal cooperative arrangements and efforts among Montana librarians enable each participating organization to increase local access to resources and to share materials.

The Montana library community supports cooperative efforts. Publications endorsed and distributed by the Montana State Library and its statewide programs include all types of libraries. The annual Montana Library Directory includes listings for academic, special, institutional, tribal, and school libraries. Federal grant programs (LSCA Title III) include all types of libraries as prescribed by statute. The state-funded resource sharing reimbursement program includes all libraries supported with public funds.

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Increased support for all libraries remains a goal supported by the Montana Library Association (MLA). Librarians, staff members, and public library trustees belong to MLA and its divisions. The annual MLA legislative and lobbying efforts provide unified, statewide support for libraries of all types. Components of the 1993 MLA Legislative Agenda include increased funding support for libraries; statewide interlibrary loan reimbursement programs; establishment of central coordination for statewide telecommunications among libraries; and, continued protection of intellectual freedom for all Montanans.³¹ The complete text of the 1993 MLA Legislative Agenda is included in appendix E.

Librarians in Montana are accustomed to working together. "Montana's dispersed and independent library framework reflects the special missions, governance, and funding sources of our libraries...a compelling case can be made for improving efficiency through cooperation and coordination."³²

Increased participation by academic, special, institutional, tribal, and school libraries would provide opportunities to achieve efficiencies and economies of scale unavailable to a library severally. The benefits of participation by libraries of all types in statewide programs and services merit careful consideration. In times of severe economic challenges all governmental units seek solutions to reduce unnecessary duplication of effort and costs while continuing to provide essential services and programs. Expansion of federation membership to include all libraries answers the need to reduce expensive, duplicated costs and maintenance of an important, essential service.

A change in federation membership from the "public library only" situation to a "Montana library" environment requires a change in the enabling legislation. The Montana statute clearly indicates reasons for the federations: to pool resources and information and avoid duplication of effort.³³ Membership including all of Montana's libraries would continue and expand the significant success achieved during the last thirty-five years.

Consideration of a new library law provides an opportunity to re-examine elements of the present federation structure. Large public libraries serve as headquarters for the federations; the library director is the Federation Coordinator. Representatives from the member public libraries serve on an advisory board; the headquarters library board functions as the administrative body.

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"The dual role of a library serving both as a local public library and the headquarters of a federation suggested a possible conflict of interest. The administrator was both a library director and the Federation Coordinator. Governance of the federation was apparently vested in the local trustees of the designated library. The idea of a separate governance structure began to be considered [in the early 1980's]."³⁴

Expanded membership suggests that "...separation of federation management from the headquarters library [is] a key element in change...The concern for increased member involvement is reflected..."³⁵ Direct representation is essential for each participating library in the federations. Each library should be empowered to designate an official representative (or delegate) to serve on a federation board. The representative could be the library director, staff member, or appointed administrator of the parent organization. Such an arrangement relieves the headquarters public library board of the obligation to serve as the federation board and the director to assume the additional duties of Federation Coordinator.

Successful programs, enhanced local library services, and improved access to resources for all Montanans provide convincing evidence that the federations have evolved from all demonstration pilot projects to multi-faceted, coordinating units. Informal cooperative programs developed by librarians to meet their collective institutional requirements suggest that the federations are mature organizations with sufficient experience to be self-directing and self-governing.

The initial requirement to headquarter federation programs and services in the largest public library within the geographic boundary no longer exists. A reliance upon the headquarters as the main provider of administrative and managerial direction is no longer necessary. "...Montana is fortunate to have much expertise on the staffs of libraries and archives in the state...there are many libraries in the state that have need for expert information in these areas..."³⁶ The federations have become mature organizations and should be recognized and supported as vital coordinating, facilitating units within the Montana library community.

2. Funding and Financial Support

Sufficient financial support for the federations has been a challenge since their establishment. The demonstration pilot projects were supported with federal funds. In 1979 the Montana Legislature allocated one per cent of the Coal Severance Tax to the State Library Commission for support of the six federations.³⁷ Funding in the early 1980's was sufficient to support a variety of federation programs and services.

However, as the economic climate became less optimistic, funding projections from CST decreased. Alternative energy source development, increased costs, and an over-burdened tax base pressured the funds which had been designated for library federation support. A decrease in federation programs and services paralleled the diminished dollars. Activities and full-time staff were eliminated from federation budgets. While the financial support and human resources for the federations decreased, technological advances and demands increased.

Local public libraries are primarily supported by property tax revenues. The Montana Legislature imposed a ceiling on the number of mills a county or city could designate for public library support.³⁸ Few local jurisdictions achieved maximum allowable financial support; the average per capita support for public libraries in Montana is \$7.33, substantially below the national average of \$12.63. Local requirements to deliver high quality public library service must be evident before local funds can be contributed toward federation support.

The federations are a vital element in the Montana library community and have not received local funds as a regular, stable source of support. Continued support for the federations needs to be legislated, stable, and permanent, with predictable revenues available on a regular basis.

Without legislated financial support, the federations would face an even more discouraging future. A significant number of respondents (48 or 53.3 per cent) indicated that the current level of financial support was inadequate and should be increased. Several potential sources of revenue merit consideration.

Coal Severance Tax revenue projections do not provide a marked positive increase in federation support; in fact, these dollars may well decrease. Federal funds for libraries (LSCA)

are formula-based and are not likely to increase significantly. These funds are currently over-subscribed and support statewide programs, services, and demonstration projects. Elimination of these activities is neither reasonable nor appropriate.

A new source must be identified and secured to support the Montana library federations. "...All friends of libraries join to create a partnership of library and school board trustees, friends, and businesses to lobby at the appropriate local and state and federal levels for adequate access to information for the residents of Montana."³⁹ During the 1993-1995 Biennium the Montana Legislature faces inestimable economic, funding, and programmatic challenges and opportunities. The probability that the Montana library community will participate in the legislative activities is high.

Without a new, stable source of funding, the Montana library federations will continue to curtail programs and services until the dollars erode completely. Access to information and materials will be dependent upon the local community to support a public library. The programs and services which the federations supported, coordinated, and facilitated for more than three decades will become a characteristic of the past. Anticipated excellence in library service for all Montanans will remain a goal rather than a reality for the twenty-first century.

3. Resource Sharing and Interlibrary Loan

Resource sharing and interlibrary loan programs are fundamental elements in library service throughout Montana. Original plans of service for the federations included the sharing of resources, materials, people, and equipment to achieve equal access for all Montanans.⁴⁰ These programs serve as a cornerstone of federation services.

The essential role of resource sharing continues to be a focal point for cooperative efforts among all types of libraries. Support for the interlibrary loan program has remained constant. The importance of access to the state's resources is emphasized consistently by the State Library and Commission.⁴¹
^{42, 43} Librarians are encouraged to cooperate and participate in programs and services which expand interlibrary loan and resource sharing capabilities.

"In Montana, every library -- public, private, academic, school and special -- shall be encouraged to participate fully in interlibrary cooperation toward the goal that every person shall have access to the total library resources of the State."⁴⁴ Reaffirmation of the importance of access to materials and information through resource sharing and interlibrary loan is appropriate.

Librarians in Montana use a variety of mechanisms to participate in resource sharing programs. Requests for materials and information may be sent to a potential lending library by telephone, telefacsimile (FAX), postal service, online using WLN capabilities or OCLC.

Librarians select the method locally and choose the potential lending libraries. "...all libraries (i.e., school, public, academic and special), librarians and their governing bodies, find as many means possible to share resources...and...this service will be paid for or through the hard work of all librarians and their governing bodies."⁴⁵

All non-profit libraries in Montana are eligible to participate in the statewide interlibrary loan reimbursement program. The program provides direct cash payments to participating libraries for each item lent through interlibrary loan. The present funding level is insufficient to reimburse libraries at a uniform item cost during an entire year. Increased funding for the statewide reimbursement program would provide a uniform unit payment and is included in the Montana Library Association 1993 Legislative Agenda.⁴⁶ Reaffirmation of the importance of the reimbursement program is appropriate.

Local libraries determine and publish a resource sharing and interlibrary loan policy. A statewide compilation of local policies does not exist; WLN publishes and sells policies submitted by online participating libraries. The publication of a policy manual would provide a single volume of resource sharing guidelines in Montana. Its publication is a reasonable and appropriate activity.

Access to materials is more accurate and rapid when librarians are able to verify data elements which identify a particular item. These elements frequently include the author, title, publisher, and publication date. The verification process may be performed manually or using an automated system or bibliographic utility.

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In Montana librarians may use several methods to verify items for resource sharing. The most accurate and comprehensive tool listing the holdings of Montana libraries is the online version of WLN. Montana's libraries chose WLN as the "network of choice" and the State Library serves as a Founding Member of the network's board of directors. WLN is also supported by libraries in Washington State, Oregon, and Idaho.

Access to the holdings of Montana libraries is essential for rapid, efficient interlibrary loan. "...A concerted effort should be undertaken to place the holdings of every library in Montana into the Western Library Network..."⁴⁷ Compilation of the statewide holdings was published regularly by WLN and distributed on microfiche to librarians. The microfiche catalog, MONCAT, will be discontinued with the final supplemental compilation in October, 1992.

For the last five years WLN has offered a compact disc (CD-ROM) product to participating libraries. The database, LaserCat, is published quarterly on four CD-ROMs and is available on a subscription basis. Librarians are encouraged to contribute holdings and bibliographic records representing the collections present in the libraries they manage. The CD-ROM is a snapshot of the online WLN database at a specified date and time. Through an LSCA-funded grant program the State Library continues to distribute LaserCat capabilities to new sites.

Larger, better funded libraries maintain online access to WLN. The real-time bibliographic utility enables the librarian to place an interlibrary loan request quickly and easily. Response time is predictably rapid.

Significant resources support the resource capabilities available through the WLN database on both the CD-ROM product and the online system. WLN provides the most complete database to the materials available in Montana libraries and comparable collections in the neighboring states of Washington, Oregon, and Idaho.⁴⁸

The resources available from WLN participation libraries are augmented by selected access to the collection included on the OCLC database. The State Library provides access to OCLC via a back-up, referral service to libraries within the state.^{49, 50, 51}

4. Montana Bibliographic Database

Building the Montana bibliographic database is an important goal. Librarians may agree on the need to build and maintain the database. However, agreement regarding the strategies and methods to build the database, distribute access to it, and maintain it is more difficult to identify.

Librarians long ago agreed to build a statewide database. Montana's librarians chose the national standard for the interchange of bibliographic data, known as MACHINE READABLE CATALOGING (MARC).⁵² The use of the MARC standard enables librarians to load bibliographic data into local online systems, transfer data among computers, and generate offline products, such as compact discs, microforms, paper, and the like. Reaffirmation of the MARC standard for the bibliographic database in Montana is appropriate.

Since librarians in Montana decided to build a statewide database, a number of libraries have purchased, loaded, and operated local systems, including (but not limited to) Dynix, Inlex, CLSI, and Winnebago. Local libraries continue to plan for the installation and operation of local systems.

Considered as a conceptual whole, the local systems and WLN-related network comprise a significant portion of the Montana database. Given the level of effort and financial expenditures directed toward bibliographic record production, the decision to build a statewide database is a de facto accomplishment.⁵³ Therefore, reaffirmation of the goal to build the Montana database is appropriate.

A multi-year plan to support the further development of the Montana database will provide incentive and encouragement to local libraries. The strategy needs to be flexible so as to accommodate the requirements and cataloging practices of local libraries. A companion part of the plan should set forth the strategy to maintain the database as it is built. "A commitment to deploying the information technology of the 1990's in Montana's libraries will improve resource sharing and other forms of cooperation, and will help to ensure that all Montanans -- students, teachers, business people, researchers, and the general public -- can have timely and affordable access to the currency of the future: information."⁵⁴

5. Collection Development

"No library can function effectively without a basic core collection to serve the day-to-day needs of its users, yet no library can afford to own every book or magazine."⁵⁵ Coordinated collection development activities strengthen local resources and increase access to materials for interlibrary loan. When the federations were established, collection development, preservation, and conservation were important program components.⁵⁶

The Montana State Library Commission recognized the need to manage library collections. In 1985 the Commission adopted a requirement regarding collection development and management. All libraries are required to prepare and endorse a formal collection management policy in order to remain eligible for any grants.⁵⁷

Collection management remains a paramount concern to Montana librarians. Reaffirmation of the state collection management program and the importance of individual library policies is appropriate.

Successful collection development programs require adequate financial support. The average expenditure for a monograph is \$43.52; other material costs are as follows: serials, \$138.53; reference materials, \$50.37; videocassettes, \$199.67; compact discs, \$12.18; and, children's materials, \$16.64.⁵⁸ Among libraries in Montana, the collection development budget averages \$13,372.78, significantly less than the national average of \$19,818.57.⁵⁹

"...The average material in Montana libraries collections is not current...the citizens of the state of Montana need access to current and up-to-date information..."⁶⁰ In order to achieve a successful level of collection development and management, library budgets must be of a sufficient level to allow libraries to acquire the most current materials and information resources. "...all levels of Montana government will accept fiscal responsibility to upgrade materials in all types of libraries in order to provide Montana residents with the most up-to-date information available as soon as possible."⁶¹

Collection management activities cannot be restricted to a single format. Coordinated efforts for important formats (notably serials, newspapers, manuscripts, and government documents) must be considered in terms of comprehensive collection

management. Notable efforts have been completed by the Montana State Historical Society as part of the National Endowment for the Humanities Newspaper Project. Bibliographic records and holdings information are resident on the OCLC database.

Unfortunately, no current and comprehensive union list of serials exists in Montana. The once-existent list has not been regularly maintained. Hence, groups of libraries have developed local union lists, frequently available only in a paper format. Academic institutions and large public libraries make lists of their serial titles available on a limited basis in a paper format.

The lack of a comprehensive, current union list of serials deters the user from access to materials held in many of Montana's libraries. Coordinated statewide efforts to re-establish a comprehensive database of bibliographic records and holdings information are appropriate. To create and maintain a Montana union list of serials would be a significant addition to the resource sharing tools used by interlibrary loan librarians. Based on experience in other states, the loaning of serials would predictably increase with the availability of a Montana union list of serials. Ideally, the union list would be available online in the WLN database and as a part of LaserCat.

"Nowhere is the impact of inadequate funding greater than in the libraries of Montana's University System, where the collections are simply not staying current enough to properly serve the information needs of students or faculty...even the academic libraries' core collections...cannot be sustained."⁶² Current levels of funding are inadequate to build and maintain university collections. "The collective materials in Montana's libraries may be inadequate by many standards, but an improved means of sharing these resources would allow all of the state's libraries to offer better library and information services."⁶³

6. Technology and Automation

"Fortunately, the technology of the information age, with computer networks and shared data, is well-suited for a large state like Montana. But putting the new information technology to work will require a higher level of cooperation, a commitment to use our limited financial resources in the most efficient manner possible, and the dedication of additional

financial resources."⁶⁴ Librarians in Montana make use of technology to perform a number of tasks. Through the use of technology libraries can improve programs and services without unnecessary resource allocation.

The statewide technology initiative enables librarians to explore strategies to ensure fair and equal access to information. Local technology projects have been accomplished through the hard work and efforts of librarians, staff members, and boards of officials. The accomplishments of these project participants should not be discounted or under-estimated.

However, all librarians are not equally successful in efforts to automate procedures or to introduce technology into the local environment. Fundamental knowledge, training, technical support, and a commitment to successful implementation are essential elements in an automation or technological effort. "With its largely rural character, much of Montana needs better access to library specialists and new technology. The talent and technology we do have can be shared."⁶⁵

The leadership in automation and technology arenas needs to be identified. Technical expertise is necessarily developed locally, and, unfortunately, is not easily available to other libraries. Consequently, technical assistance is not easily or readily available to the majority of libraries in Montana.

None of the federations have a staff person whose sole responsibility is technology focused. Each federation has access to limited technical assistance from one or more staff members of the headquarters library staff.

The State Library staff provides limited technical assistance in the areas of technology and automation. On two separate occasions the State Library recruited and attempted to hire an automation expert. Neither recruitment campaign proved to be successful. Library Development staff provide technical assistance in addition to other duties. Additional human resources with a technical and automation expertise would benefit libraries throughout the state.

Until additional staff members can be hired at the State Library, several activities can contribute to improving the availability of expertise. A survey among all library staff, volunteers, and friends can be used to identify expertise already resident in Montana. "...Library personnel, patrons, volunteers

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and friends with expertise will provide training to patrons on the use of technological equipment such as the FAX machine, computers, automated catalogs...and the cost of this training will be paid for by the public and that training will begin immediately and be on-going.⁶⁶ Strides in technology and automation will continue to be deliberate until a cadre of expertise is more widely available within the state.

7. Continuing Education

Training for librarians, staff members, volunteers, friends, and trustees is an important area of concern in Montana. Members of library staffs have traditionally participated in workshops, seminars, and training sessions sponsored by continuing education providers. A varied number of workshops is available to members of the library community.⁶⁷

The State Library and Commission endorse and support continuing education opportunities for library staff members. Cooperative efforts among other continuing education providers augment the existent training programs.^{68,69} Major continuing education providers include the six federations, the Montana Library Association, and the State Library; cooperative programs with the Superintendent of Public Instruction and institutions of higher education have also been successful.

Continuing education remains a high priority among Montana's librarians. Respondents to the survey indicated the importance of continuing education opportunities; 51.1 per cent responded positively to these questions. Reaffirmation of the importance of continuing education is appropriate.

Despite the success and positive response to continuing education opportunities among participants, the current structure to provide workshops, seminars, and training sessions merits closer examination. Participants in the Focus Meetings identified a number of areas which require modification in order to improve continuing education for the Montana library community.

Demand for continuing education opportunities exceed the current offerings. Each federation sponsors a minimum of two sessions annually, frequently featuring guest speakers. Library staff members may also attend continuing education sessions which are held during the Montana Library Association conference. These sessions include a variety of topics.

However, seating is limited and each year selected sessions are over-subscribed. Consequently, a number of potential attendees arrive at the conference only to be disappointed and turned away from the sessions due to the physical limitations at the host facility. The frustration expressed by librarians who planned to attend sessions and were later turned away needs to be eliminated.

Financial resources to support continuing education activities are not uniformly available throughout Montana. Larger libraries' budgets have funds (albeit limited) to pay the costs associated with continuing education. A number of libraries are often able to support limited continuing education experiences. Many of the smallest libraries designate no money for continuing education.⁷⁰ Until financial support is available to all library staff members, the collective benefits will be limited.

Training sessions for public library trustees are an important part of the continuing education curriculum. The State Library sponsors workshops for trustees periodically, the most recent in May, 1992. These sessions are especially valuable to new trustees.

Plans for continuing education are directed and are most often designed for the librarian. In Montana a significant number of libraries are managed by individuals who do not hold the professional library degree accredited by the American Library Association.⁷¹ Residents of Montana cannot easily attend such a program. The absence of an accredited library school presents dilemmas with regard to continuing education.

New library managers who do not possess an accredited ALA-MLS would benefit from continuing education experiences, often sponsored by such organizations or taught by faculty members. Because these opportunities are not currently available, a series of sessions in a weekend institute-like format could be jointly sponsored by providers. "...Montana is fortunate to have much expertise on the staffs of libraries and archives in the state...many libraries in the state that have need for expert information in these areas...and...a database of experts in the library and archival fields [can] be developed...and be accessible to anyone who has a need to consult experts in the library and archival field."⁷² These individuals could serve as presenters and speakers in a variety of continuing education situations.

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Professional librarians who hold the accredited degree attend workshops, seminars, and training sessions outside Montana. These venues are sponsored by other state libraries, national professional associations, library networks, and institutions of higher education.

To provide continuing education opportunities, a survey of perspective attendees will identify characteristics of successful venues. Among the areas to investigate are suggested sites; host facilities; times for sessions; presenters; and, costs (registration, travel, lunch, and the like).

The need to participate in continuing education opportunities is important to librarians representing all types of libraries. Respondents to the survey identified continuing education as an essential component of federation plans of service. Increased opportunities for library staff, volunteers, friends, and board members is necessary to continue library development in Montana.

8. Certification of Librarians, Trustees, and Staff

Basic library services are more ably delivered and readily provided by personnel who have acquired rudimentary skills and familiarity with library practices. To improve basic public library service, the Commission adopted a voluntary certification program for librarians, trustees, and staff. The program officially began in January, 1992.

Public library staff members and trustees may apply for a certificate valid for a five-year period. Requirements for each level are directly related to the service area of the library with which the librarian is affiliated. The basic concept of certification for librarians is reasonable. Reaffirmation of the voluntary certification program is appropriate.

Participants in the Focus Meetings expressed several concerns about the certification program. Because of its recent introduction, an in-depth analysis does not seem appropriate. Review after a longer period of time will provide more reasonable analysis and insight into the program and its impact on the Montana library community.

9. Montana State Library

The Montana State Library is the focal point for the development of all types of libraries within the state.⁷³ The de facto leader of the library community, the State Library establishes, supports, facilitates, and coordinates programs and services throughout Montana. The State Library provides staff, materials, and other resources necessary to accomplish its statutory charges.⁷⁴ Under the direction of the seven-member Montana State Library Commission, the State Library has a unique, comprehensive mission.

The State Library is the provider of technical assistance, facilitator of programs and services, agent in the public and private sectors, and serves as the liaison to other state agencies. An understanding of the State Library's role is an appropriate consideration when studying the Montana library community. When the State Library role is defined, other libraries may determine their responsibilities in concert to participate fully in statewide programs and services.

The State Library provides direction and leadership to all libraries. Through the programs and services it provides, the State Library identifies priorities, determines emphasis, and sets direction. Individual libraries provide basic programs and services which may be augmented or supplemented by the State Library activities.⁷⁵

As a facilitator and coordinator the State Library enables libraries to improve the quality of locally delivered services. Libraries throughout the state work cooperatively to increase access to materials, programs, services, and expertise. "Major efforts must be undertaken to foster enhanced cooperation and coordination among all of Montana's libraries. Doing so will provide efficiencies that will allow both service improvements and cost savings."⁷⁶ Efforts by State Library staff result in cooperative, mutually beneficial projects for improved local library service.

Improvements in library service are achieved through technical assistance. Librarians learn new techniques, procedures, and practices through continuing education experiences. However, unique, individualized situations to address complex, specialized problems and questions require on-site, one-on-one discussions and help between the librarian and an outside specialist (often called a consultant). Library Development staff at the State

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Library provide technical assistance by mail, telephone, and on-site.

Technical assistance is delivered personally to meet the requestor's need more effectively. The level of technical assistance available from the State Library is limited by the number of staff members.⁷⁷ Additional professional staff members in Library Development would provide essential technical assistance to librarians throughout the state.

The State Library is an effective agent for all libraries. In this role the State Library works to achieve efficiencies of scale and cost savings for local libraries, federations, and other state agencies. Cost effectiveness results in lower unit expenses for goods and services; the dollars allocated but not actually expended equate to real savings to the local library.⁷⁸

Cost savings can be realized through statewide contractual arrangements for purchases of the following types of items: library materials from jobbers (including but not limited to Baker & Taylor, Ingram, Ebsco, and the like); WLN services and products; library supplies from national distributors (including but not limited to Brodart, Gaylord, Highsmith, and the like); computer equipment (hardware, software, peripheral devices, supplies, and the like); and, library furniture and other equipment. The potentials of increased discounts, volume purchases, decreased shipping charges, and improved services merit further, in-depth investigation.

Expensive capital investments by individual libraries may prove to be less costly from vendors who qualify to supply goods and services to local libraries through the use of a State Library negotiated bidder's list. Potential providers of expensive items should be able to submit evidence of capabilities, staff skills, firm history, financial solvency, and previous customer references. An established list of firms authorized to bid on procurement contracts can and will assure librarians that suppliers deliver the specified items at reasonable, firm, fixed prices with the agreed upon training and support.⁷⁹

As a part of Montana State government, the State Library has the implied role as a liaison with other like agency libraries. The State Library fosters alliances with the Superintendent of Public Instruction, the Montana University System, the Montana State Historical Society, and the Montana Legislature.^{80, 81} These positive relationships and on-going dialogues ensure that

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agencies with different but complimentary statewide missions and responsibilities work together.

Cooperative efforts are important to establish and maintain. The Montana State Library Commission recognizes its role as a library advocate. The Commission anticipates continued cooperation among the library leadership in the state.⁸²

Library development requires wide-spread support. "...There was a lack of full knowledge among Montana librarians, citizens, and officials about libraries, federations, and cooperation ...information must be disseminated among librarians, library staffs, library trustees, friends, volunteers, and interested parties, so that they may actively participate in a program of information for the general public as well as for government officials..."⁸³ Through cooperative agreements "Montana's libraries...must also be willing to forge partnerships that will allow them to meet the challenges facing them...new innovative methods and means will be necessary for libraries to remain central to the information needs of a dynamic society."⁸⁴

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IV. Courses of Action

The Montana State Library Commission hired a contractor to study the library federations and to assess the viability of continuing the current structure or to recommend changes and improvements.⁸⁵ The contractor, The Blue Bear Group, Inc., conducted an in-depth examination of the Montana library federations according to the work plan set forth in the firm's proposal.⁸⁶

When the Blue Bear Team completed its work, project staff met and discussed the elements of background documents, the questionnaires, Focus Meetings, and comments by individual librarians. The Team members combined these elements and their observations and perceptions.

Based on the data and findings the Team prepared a Final Report. The Team designed each Course of Action to facilitate independent consideration. The five Courses of Action are described on the following pages.

The Team deliberately selected Courses of Action as a format rather than a series of recommendations. Team members believe that Courses of Action provide a better method to demonstrate the cause and effect of changes, modifications, and enhancements to the library environment. This approach facilitates careful consideration of the current library environment and allows for reasonable, predictable comparisons with a described situation. Decisions which impact the current environment can be made with a reasonable degree of confidence regarding the probable outcome.

A series of recommendations is a useful menu of potential changes. However, no single recommendation enables the decision maker to predict the results of an isolated change, modification, or enhancement in the environment under investigation. When a series of recommendations is prepared for implementation as a unit and only pre-determined elements of the new program are selected, maximum benefits are not achieved. For these reasons recommendations frequently are made, considered, and tabled. Decision makers often hesitate to take action on a series of recommendations as a whole. The initial momentum which predictably accompany a study or investigation often dissipates before all recommendations receive sufficient consideration to merit implementation.

To provide distinct alternatives for consideration, the Team prepared five Courses of Action. Each alternative stands alone; the Course of Action can be considered as an independent direction for the library federations. The Courses of Action are submitted to the Montana State Library Commission.

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A. Continue the Library Federations Without Change

The six library federations provide support and technical assistance to public libraries. Federation programs and services enable public libraries to augment and enhance local activities. Librarians in each federation meet and discuss programs and services for the next federation year.

Federation plans of service are limited by the librarians' creativity and the level of funding available. Librarians agree that the funding is inadequate to support federations well. Despite the shortcomings and limitations by the existent Montana federations, support in the public library community is sufficient to merit their continuation.

The current number of federations and geographic boundaries would be retained.

Justification for this Course of Action is not evident from the background documents, questionnaire responses, or Focus Meeting discussions.

Changes in the Montana library law are not required to continue the federations.

The library federations could continue without change.

B. Disband the Library Federations

Diminishing resources have impacted the library federations negatively. The federations no longer benefit from sufficient Coal Severance Tax revenues; consequently, federation programs and services are discontinued and reduced as financial support shrinks.

Minimal federation programs cannot meet the increasing demands from public libraries for support and technical assistance. The reduction in federation programs and services has resulted in meetings twice a year, limited continuing education experiences, and infrequent on-site visits. Local public libraries are able to provide basic services to patrons and draw upon the State Library for back-up reference assistance and interlibrary loan referrals out-of-state via OCLC.

Difficult economic times are ahead for Montana. Revenues do not appear to be readily available for library federation support. Escalating costs, increasing demands for service, and strained resources plague federation libraries, Federation Coordinators, and the headquarters administrations. Prospects for immediate changes in the

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economic environment are not encouraging.

The resources directed to federation support could be re-directed. The funding could be retained at the State Library to support statewide programs or could be divided among local libraries. Human resources at the six headquarters could be directed to support local programs and services. The headquarters library board would be relieved of the legal and reporting requirements of the federation. Minimal funds for the federation's operations would not be available to the headquarters libraries.

Federation programs and services would shift to the State Library. The Library Development staff would be challenged to increase its workload to provide support, guidance, and technical assistance to all public libraries directly. Without additional staff members, the increased workload could result in an unacceptable delay to respond to inquiries.

Related areas which the federations coordinate and facilitate would likely shift to the State Library, the Montana Library Association, or disappear altogether. These areas include (but are not limited to) resource sharing, collection management, continuing education, and on-site technical assistance.

Cooperative programs fostered and supported by federation member libraries would experience limited, deliberate growth and expansion. Without a stable source of funding, local cooperative efforts would need to identify those activities that participants could support financially. These informal cooperative arrangements would likely become the de facto replacements for the federations.

Libraries would continue to define and control local programs and services. Informal cooperative efforts would become more prominent in the library environment.

Justification for this Course of Action is not evident from the background documents, questionnaire responses, or Focus Meeting discussions.

The Montana library law would need to be repealed to disband the federations.

The library community could continue without federations.

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C. Strengthen the Library Federations

The six library federations could provide more effective programs and services with increased frequency if additional resources were made available. Those components of the federations' plans of service which have been eliminated and reduced due to a lack of funds could be reinstated and expanded. The current number of federations and geographic boundaries would be retained.

Federation programs and services could be enhanced to meet the dynamic demands of participating public libraries. Meetings, continuing education opportunities, and technical assistance provided through on-site visits could be more readily available. Federation headquarters libraries could offer back-up reference services and interlibrary loan referrals directly.

To supplement the federation activities, the Library Development staff could be increased at the State Library. Additional professional librarians could provide guidance, support, and technical assistance to the federations and local public libraries.

The federations could enlarge the number of hours the headquarters staff members devoted to cooperative efforts. Potential would exist to hire staff dedicated solely to federation daily operations. Alternatively, federations could contract with local public libraries to provide services or to carry out specific responsibilities.

Through increased federation resources, local public libraries would be able to participate more fully and to accept leadership responsibilities in informal cooperative arrangements. Local libraries would continue to define and deliver their plans of service.

Competition for funding not designated specifically for the library federations would become more keen. Cooperative efforts could suffer as librarians at academic, special, institutional, and school libraries did not benefit totally and directly from increased federation funding.

Access to materials and information could become unequal. The prospect of a disparity in library development throughout the state could disrupt the success libraries strived together to achieve. Effects would manifest themselves in statewide programs and services. The Montana Library Association leadership could be forced to choose its activities based on an intent to equalize disparities or to avoid preferential treatment of a special interest group.

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To strengthen the federations as a single type (public) library structure does not appear to be of maximum benefit to libraries throughout Montana. Efforts to unify the state's library community would be sacrificed to benefit one group of libraries. Justification for this Course of Action is not evident from the background documents, questionnaire responses or Focus Meeting discussions.

The Montana library law would not need to be changed to strengthen the federations.

The library community could continue with strengthened single-type federations.

D. Replace the Library Federations

The six federations could be disbanded and replaced by independent, not-for-profit corporations. The current number of entities and geographic boundaries could be retained. Diminishing resources have weakened the state-supported library federations. Programs and services have been curtailed and eliminated as funds derived from Coal Severance Tax decreased.

Economic outlooks for Montana's future are not optimistic. Revenues do not appear to be readily available to support the six library federations. Escalating costs and increased demands for programs and services will exceed the predicted level of designated resources.

In place of the six library federations librarians could participate in independent, not-for-profit corporations. During the founding and establishing activities corporate decisions could be made with regard to governance, structure, membership, and funding. Initial consideration would be focused on the accumulation of resources sufficient to underwrite start-up corporate costs.

The resources required to operate the corporations on a daily basis could come from a variety of sources. Organizing personnel could seek grants, membership fees, and cost recovery charges to support the corporation. The State Library could award grants to support the initial corporate activities.

The resources directed to federations by the State Library could be re-directed. The funding could be retained at the State Library to support statewide programs or could be divided among local libraries. Human resources at the six headquarters libraries could be directed to support local programs and services. No headquarters library board would be responsible for the legal and reporting requirements of the

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corporations. Funds which had paid for the federations' operations would not be available to the former headquarters libraries.

Federation programs and services would shift in at least two directions. The division of programs and services would depend on the offerings of the corporation along with any associated costs. If the corporations did not offer specific programs and services or if the associated costs exceeded the local libraries' ability to pay, the shift would be to the State Library. The Library Development staff would be required to increase their collective workloads to provide support, guidance, and technical assistance to all public libraries directly. Without additional staff members, the increase could result in unacceptable delays to respond to inquiries.

Related areas which the federations coordinate and facilitate would likely shift to the State Library, the Montana Library Association, or disappear altogether. These areas include (but are not limited to) resource sharing, collection management, continuing education, and on-site technical assistance.

Without adequate resources, the corporation would probably fail. Public libraries have become accustomed to the programs and services available from the federations without direct charges or fees. To achieve success the corporations could offer memberships to any library in the state. While other types of libraries could benefit from the federation-like programs and services, their collective participation could not guarantee success. Like their public library counterparts, these libraries are not accustomed to receiving such services or paying for them. The probability of success during the early years would not be high.

Rather, cooperative programs fostered and supported by federation member libraries would experience limited, deliberate growth and expansion. Local efforts would need to identify those activities that participants would support financially. These informal cooperative arrangements would likely rival the corporations to become the de facto replacements for the federations.

Librarians would continue to define and control local programs and services. Informal cooperative efforts would become more prominent in the library environment.

To disband the federations and replace them with independent, not-for-profit corporations does not appear to be of maximum benefit to libraries throughout Montana. Efforts to unify the state's library community would be sacrificed to establish the corporations.

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Justification for this Course of Action is not strongly evident from the background documents, questionnaire responses, or Focus Meeting discussions.

The Montana library law would need to be repealed to disband the federations and replace them.

The library community could continue with the replacement entities.

E. Redesign and Expand the Library Federations

The six library federations could be redesigned and expanded. Governance, structure, membership, and funding could be modified to empower the federations for a new, expanded role in the Montana library community. The current number of federations and geographic boundaries would be retained without change or modification.

The new federations would be self-governing. Each library could have an official representative (Delegate) who would participate as the official spokesperson on the Advisory Board. The new federations would operate without a governing board.

During the annual meeting the Delegates would elect officers. The Advisory Board would be chaired by a Convener. Other officers could include a Deputy Convener, Secretary, Treasurer, and Standing Committee (Implementing Group) Chairpersons. Offices would rotate among the Delegates; terms of office would be two years and coincide with the biennium. No officer could serve two consecutive terms in the same capacity.

The new federations would maintain an affiliation with the State Library. The new federations would provide support and technical assistance to all participating libraries, augmenting and enhancing local activities. Delegates could meet and discuss the annual plan of service. The entire body of Delegates would approve the plan of service in order for it to be adopted and implemented.

Membership would be voluntary and open to all libraries on an equal basis. Membership would be institutional in nature. No charges for membership would be required. To participate in the new federation, the governing board of the library would take formal action to authorize membership.

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In addition to representation on the new federation Advisory Board, each member library could participate on one or more standing committees (called Implementing Groups). Four distinct areas merit status as Implementing Groups: collection development; continuing education; resource sharing and interlibrary loan; and, technology and automation.

Each Implementing Group would be chaired by a Delegate on the new federation Advisory Board. This arrangement ensures a direct channel of communication between members of the Implementing Group and the Advisory Board.

Implementing Groups would be responsible to study a specific program or service area. The representatives would design plans and strategies to foster and support efforts to implement the program area. After the Implementing Group agreed upon a specific plan and strategies, recommendations would be sent to the Advisory Board for adoption. Once adopted, the Implementing Group would oversee and provide leadership to the new federation member libraries.

Funding for the new federation could be secured from currently available monies. The costs of a headquarters operation would be limited and replaced by the expenses incurred by the Advisory Board and officers. No permanent staff would be hired. With participation by all types of libraries, the library community would assemble support for additional funding requests. The inclusive membership composition would provide new opportunities for grant funding, previously unavailable to a single-type membership.

State Library staff would work more closely with the new federations. In addition to the present Library Development staff, the State Library would hire two librarians to serve as specialists in the field.

Officed in the eastern and western regions of the state, each Library Development Specialist would be responsible to coordinate the activities of three federations. In addition, the field representative would serve as liaison between the new federations and the State Library.

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Statewide committees and task forces would continue to serve in the roles determined by the State Library. Regular meetings involving the statewide committees, Implementing Group Chairpersons, field representatives, and State Library staff would provide maximum opportunities for the exchange of ideas and concerns. Input from all of these representatives would provide a wealth of data, suggestions, recommendations, and expertise to consider when determining an action plan.

Cooperative programs and informal arrangements would be continued and incorporated into the new federations plans of service. As funding became available the strategies would already be in place to implement new programs, adding suggested enhancements. Planning efforts would be implemented according to the timetable determined by the Advisory Board and supported by the availability of resources. Librarians would continue to define and control local programs and services.

Efforts to unify the Montana library community would be strengthened by new, multi-type federations. Justification for this Course of Action is strongly evident from the background documents, questionnaire responses, and Focus Meeting discussions.

The Montana library law would need to be rewritten to redesign and expand the federations.

The library community would benefit with the redesign and expansion of these new federations.

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V. Conclusions

The Final Report suggests five Courses of Action. The document is not a plan or an implementation strategy per se. The Courses of Action outline mechanisms which could be followed with anticipated changes, benefits, and outcomes.

The Blue Bear Team presents its Final Report in response to the Montana State Library Commission charge. Team members anticipate that the Commission will select and implement the Course of Action which best serves the future needs of all libraries in Montana.

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ENDNOTES

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ENDNOTES

¹Public Law 84-597.

²Montana Code Annotated 22-1-401.

³Montana Code Annotated 22-1-412.

⁴Montana Federations: 1984; Report of the Federation Review Committee of the Montana State Library Commission, June, 1984. (Helena, MT : Montana State Library, 1984), p. 6.

⁵Ibid., p. 3.

⁶Public Law 88-269.

⁷Montana Federations: 1984, p. 3.

⁸Montana Code Annotated 22-1-401 through 22-1-413.

⁹Montana Code Annotated 15-35-108.

¹⁰Montana Federations: 1984, appendix E, p. 27.

¹¹Providing Basic Library Services for Montana Residents through Library Federations: Alternatives and Considerations. (Helena, MT: Montana State Library, 1986), p. 2.

¹²Ibid., p. 3.

¹³Ibid., p. 1.

¹⁴Ibid.

¹⁵Montana Federations:1984, pp. 11-14.

¹⁶Ibid., p. 4.

¹⁷Montana State Library Commission. 1985 Blacktail Mission Statement. (Helena, MT: The Commission, 1985), pp. 2-3.

¹⁸Montana State Library Commission. 1987 Bear Creek Mission Statement. (Helena, MT: The Commission, 1987), p. 1.

¹⁹Economic Consultants Northwest. A Study of Interlibrary Loan Activities in Montana. (Helena, MT: The Firm, 1988), p. 21.

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ENDNOTES (continued)

²⁰Montana State Library Commission. 1989 Pine Butte Mission Statement. (Helena, MT: The Commission, 1989), p. 4.

²¹Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission. (Helena, MT: Montana State Library, 1990), p. ii.

²²Ibid., p. 12.

²³Automation for Small Libraries: Real Projects for Real People. (S.l.: Montana Library Association, 1991), p. 2.

²⁴Montana Governor's Conference on Library and Information Services : "That Every Citizen Be Information Rich:" Final Conference Report. (Helena, MT: Montana State Library, 1991), p. 4.

²⁵Montana State Library Commission. Request for Proposal. (Helena, MT: The Commission, 1992), p. 1.

²⁶1987 Bear Creek Mission Statement, p. 1.

²⁷1989 Pine Butte Mission Statement, p. 1.

²⁸Montana Governor's Conference on Library and Information Services, p. 7.

²⁹Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission, p. 11.

³⁰Ibid., p. 3.

³¹Montana Library Association. 1993 Legislative Agenda. (S.l.: The Association, 1992).

³²Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission, p. 7.

³³Montana Code Annotated 22-1-401.

³⁴Montana Federations: 1984, p. 8.

³⁵Ibid., p. 6.

³⁶Montana Governor's Conference on Library and Information Services, p. 11.

1992 MONTANA LIBRARY FEDERATION STUDY

ENDNOTES (continued)

- ³⁷Montana Code Annotated 15-35-108.
- ³⁸Montana Code Annotated 22-1-304.
- ³⁹Montana Governor's Conference on Library and Information Services, p. 21.
- ⁴⁰Montana Federations: 1984, p. 6.
- ⁴¹1987 Bear Creek Mission Statement, p. 1.
- ⁴²1985 Blacktail Mission Statement, p. 3.
- ⁴³Montana Governor's Conference on Library and Information Services, p. 7.
- ⁴⁴1985 Blacktail Mission Statement, p. 1.
- ⁴⁵Montana Governor's Conference on Library and Information Services, p. 7.
- ⁴⁶1993 Legislative Agenda.
- ⁴⁷Montana Governor's Conference on Library and Information Services, p. 9.
- ⁴⁸The Bowker Annual Library and Book Trade Almanac. 37th ed. (New Providence, NJ: R. R. Bowker, 1992).
- ⁴⁹Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission, p. 6.
- ⁵⁰1987 Bear Creek Mission Statement, p. 1.
- ⁵¹Ibid., p. 2.
- ⁵²National Information Standards Organization. ANSI Z39.2-1979 Bibliographic Information Interchange on Magnetic Tape. (Bethesda, MD: NISO, 1979).
- ⁵³1985 Blacktail Mission Statement, p. 2.
- ⁵⁴Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission, p. 12.
- ⁵⁵Ibid., p. 8.

1992 MONTANA LIBRARY FEDERATION STUDY

ENDNOTES (continued)

⁵⁶Montana Federations: 1984, p. 14.

⁵⁷1985 Blacktail Mission Statement, p. 2.

⁵⁸The Bowker Annual Library and Book Trade Almanac, pp. 502-508.

⁵⁹Montana Public Library Annual Report of Statistics: July 1990 through June 1991. (Helena, MT: Montana State Library, 1991).

⁶⁰Montana Governor's Conference on Library and Information Services, p. 10.

⁶¹Ibid.

⁶²Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission, p. 10.

⁶³Ibid., p. 8.

⁶⁴Ibid., p. 7.

⁶⁵1985 Blacktail Mission Statement, p. 2.

⁶⁶Montana Governor's Conference on Library and Information Services, p. 2.

⁶⁷1985 Blacktail Mission Statement, p. 3.

⁶⁸Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission, p. 13.

⁶⁹Montana Governor's Conference on Library and Information Services, pp. 15-22.

⁷⁰Montana Public Library Annual Report of Statistics July 1990 through June 1991.

⁷¹Ibid.

⁷²Montana Governor's Conference on Library and Information Services, p. 11.

⁷³Ibid., p. 3.

⁷⁴1989 Pine Butte Mission Statement, p. 2.

⁷⁵1987 Bear Creek Mission Statement, p. 1.

1992 MONTANA LIBRARY FEDERATION STUDY

ENDNOTES (continued)

⁷⁶Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission, p. 12.

⁷⁷1985 Blacktail Mission Statement, p. 2.

⁷⁸Montana Federations: 1984, p. 8.

⁷⁹Montana Governor's Conference on Library and Information Services, p. 9.

⁸⁰Report of the Blue Ribbon Panel on Libraries at Risk to the Montana State Library Commission, p. 13.

⁸¹Montana Governor's Conference on Library and Information Services, pp. 11-14.

⁸²1985 Blacktail Mission Statement, p. 3 and 1987 Bear Creek Mission Statement, p. 2.

⁸³Montana Federations: 1984, p. 12.

⁸⁴1989 Pine Butte Mission Statement, p. 4.

⁸⁵Request for Proposal, p. 1.

⁸⁶The Blue Bear Group, Inc. Response to the Montana State Library Commission Request for Proposal.

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APPENDIX A

CONFIDENTIAL/BLIND SURVEY INSTRUMENTS

MONTANA LIBRARY FEDERATIONS STUDY
PUBLIC LIBRARY QUESTIONNAIRE

July, 1992

Years of experience in public libraries: _____

Years of experience in _____ Federation _____

Years of experience in public libraries outside Montana: _____

Please check the category that identifies your relationship to the Federation:

Member Staff Board Member Friend Other _____

Please describe your level of satisfaction with Federation services:

Extremely Satisfactory Very Satisfactory Satisfactory
 Somewhat Satisfactory Not Satisfactory

Comments: _____

Are you knowledgeable about Federation programs and services?

Fully Informed Well Informed Informed
 Somewhat Informed Not Informed

Comments: _____

How important is the Federation to you?

Extremely Important Very Important Important
 Somewhat Important Not Important

Comments: _____

In your opinion, what is the most valuable aspect of the Federation?

In your opinion, what is the least important aspect of the Federation?

FEDERATION SERVICE AND PROGRAMS

Federations strive to meet the needs of member libraries through services and programs. Please check those services and activities that you consider to be the greatest strengths of the Federation.

	Strength	Weakness	Valuable New Service
I. Direct User Services			
A. Reference Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Bookmobile Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Walk-in Access to HQ Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Statewide Library Card	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Books-By-Mail Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Services for the Visually Impaired/Blind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Services for the Hearing Impaired/Deaf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Others (list) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II. Consulting Services			
A. Workshops for Library Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Continuing Education Seminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Public Relations Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Trustee Manual Preparation and/or Updating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Grantwriting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Visits from HQ Library Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III. Collection Management Services			
A. Reference Core Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Shared Media Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Shared Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Rotating Book Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Outreach Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV. Technical Services			
A. Cataloging of Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Processing of Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Collective Purchasing of Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
V. Resource Sharing (ILL) Services			
A. Interlibrary Loan of Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Telephone Service for "RUSHES"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. LaserCat Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Courier Delivery Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VI. New Technologies and Automation Services			
A. Joint Planning Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Support of Montana Omni Library Effort (MOLE)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Telecommunications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. FAX Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**FEDERATION GOVERNANCE,
ORGANIZATION AND ADMINISTRATION**

The Montana Library Federation structures have several strata which are characterized in the six units. Please check those functional aspects which you consider to be representative of the current Federations.

	Strength	Weakness	No Opinion
I. Governance			
A. Advisory Board of Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Limited Representation from Member Libraries on Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Coordinator is HQ Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Current Geographic Boundaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Participation by Member Librarians on Committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Discussion between Federation and Member Library Boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II. Organization			
A. Single-type Membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Voluntary Membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Multi-type Membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Sharing from HQ Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Formal Meetings for Member Librarians and Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Communication among Librarians and Federation Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III. Administration			
A. Federation is Stable Element	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Federation Operation Efficient, Cost-Effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Federation Staff Capable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Consulting Services are Adequate, Varied in Scope	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Services Address Local Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Centralized Services are Efficient, Cost-Effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Federation Plan of Service is Current, Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV. Funding			
A. Financial Resources for Federations are Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Federation Solvency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. State Aid (HB 193; \$1000 Per Library) is Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Coal Severance Tax Revenues are Adequate for Federations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Federation Services are Free to Member Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Non-Federation Libraries Pay for Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**BIBLIOGRAPHIC DATABASE DEVELOPMENT
AND RESOURCE SHARING ACTIVITIES**

The 1991 Final Conference Report contained a resolution to support a statewide, concerted effort to develop and maintain a Montana database. Given the significant level of resource sharing patterns and the limited number of LaserCats, please indicate those activities supported by the current Federations.

	Strength	Weakness	No Opinion
I. Bibliographic Database Development			
A. WLN Access is Available at Our Local Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. LaserCat is Available at Our Local Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Union Catalog is Available for Our Federation Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Federation Maintains Processing Center for Member Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Cataloging and Processing Responsibility of Our Local Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Preparation of Machine-Readable Records for Montana Database Responsibility of Our Local Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Maintenance of Machine-Readable Records for Montana Database Responsibility of Our Local Library (For Our Records)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II. Resource Sharing (ILL) Activities			
A. Interlibrary Loan Available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Statewide Library Card for Walk-In Borrowing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Reciprocal Borrowing Agreements with Other Types of Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Reimbursement to Local Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Access to Materials Held by Libraries Outside Montana	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Access to Materials Held by Other Montana Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Bibliographic Verification Available Through Federation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Delivery of Materials is Rapid, Efficient, Cost-Effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ISSUES FACING
MONTANA LIBRARY FEDERATIONS**

What do you consider to be the most important issues facing the current Montana Library Federations?

	Very Important	No Opinion	Not Important
I. Inadequate Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II. Insufficient (too few) Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III. Over-worked Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV. Limited Continuing Education Activities for Library Staffs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
V. Too Few Consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VI. Need for Additional Library Materials for Local Use & ILL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VII. Training for Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VIII. Limited Access to On-line Catalogs for Resource Sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IX. Lack of Services & Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
X. Service Demands Exceed Available Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XI. Limited Size of Automated Montana Database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XII. Lack of Technology Expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XIII. Under-developed Telecommunications Capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XIV. Public Perception of Federation Services and Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XV. Competition from Other Information Providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XVI. Professional Library Education Unavailable in Montana	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XVII. State Reporting and Accountability Requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XVIII. Need to Expand Membership to All Types of Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XIX. Cultural Awareness in Local Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please describe how you would change the Montana Library Federation Structure.

MONTANA LIBRARY FEDERATIONS STUDY
PUBLIC LIBRARY QUESTIONNAIRE

July, 1992

Type of library represented: _____

Library located in which Federation: _____

Years of experience in library-related work: _____

Please check the category that identifies your relationship to the Federation:

Member Staff Board Member Friend Other _____

Please describe your level of satisfaction with Federation services:

Extremely Satisfactory Very Satisfactory Satisfactory
 Somewhat Satisfactory Not Satisfactory

Comments: _____

Are you knowledgeable about Federation programs and services?

Fully Informed Well Informed Informed
 Somewhat Informed Not Informed

Comments: _____

How important is the Federation to you?

Extremely Important Very Important Important
 Somewhat Important Not Important

Comments: _____

In your opinion, what is the most valuable aspect of the Federation?

In your opinion, what is the least important aspect of the Federation?

FEDERATION SERVICE AND PROGRAMS

Federations strive to meet the needs of member libraries through services and programs. Please check those services and activities that you consider to be the greatest strengths of the Federation.

	Strength	Weakness	Valuable New Service
I. Direct User Services			
A. Reference Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Bookmobile Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Walk-in Access to HQ Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Statewide Library Card	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Books-By-Mail Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Services for the Visually Impaired/Blind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Services for the Hearing Impaired/Deaf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Others (list) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II. Consulting Services			
A. Workshops for Library Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Continuing Education Seminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Public Relations Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Trustee Manual Preparation and/or Updating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Grantwriting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Visits from HQ Library Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III. Collection Management Services			
A. Reference Core Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Shared Media Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Shared Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Rotating Book Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Outreach Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV. Technical Services			
A. Cataloging of Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Processing of Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Collective Purchasing of Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
V. Resource Sharing (ILL) Services			
A. Interlibrary Loan of Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Telephone Service for "RUSHES"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. LaserCat Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Courier Delivery Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VI. New Technologies and Automation Services			
A. Joint Planning Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Support of Montana Omni Library Effort (MOLE)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Telecommunications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. FAX Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**FEDERATION GOVERNANCE,
ORGANIZATION AND ADMINISTRATION**

The Montana Library Federation structures have several strata which are characterized in the six units. Please check those functional aspects which you consider to be representative of the current Federations.

	Strength	Weakness	No Opinion
I. Governance			
A. Advisory Board of Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Limited Representation from Member Libraries on Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Coordinator is HQ Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Current Geographic Boundaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Participation by Member Librarians on Committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Discussion between Federation and Member Library Boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II. Organization			
A. Single-type Membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Voluntary Membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Multi-type Membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Sharing from HQ Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Formal Meetings for Member Librarians and Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Communication among Librarians and Federation Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III. Administration			
A. Federation is Stable Element	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Federation Operation Efficient, Cost-Effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Federation Staff Capable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Consulting Services are Adequate, Varied in Scope	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Services Address Local Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Centralized Services are Efficient, Cost-Effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Federation Plan of Service is Current, Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV. Funding			
A. Financial Resources for Federations are Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Federation Solvency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. State Aid (HB 193; \$1000 Per Library) is Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Coal Severance Tax Revenues are Adequate for Federations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Federation Services are Free to Member Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Non-Federation Libraries Pay for Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**BIBLIOGRAPHIC DATABASE DEVELOPMENT
AND RESOURCE SHARING ACTIVITIES**

The 1991 Final Conference Report contained a resolution to support a statewide, concerted effort to develop and maintain a Montana database. Given the significant level of resource sharing patterns and the limited number of LaserCats, please indicate those activities supported by the current Federations.

	Strength	Weakness	No Opinion
I. Bibliographic Database Development			
A. WLN Access is Available at Our Local Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. LaserCat is Available at Our Local Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Union Catalog is Available for Our Federation Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Federation Maintains Processing Center for Member Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Cataloging and Processing Responsibility of Our Local Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Preparation of Machine-Readable Records for Montana Database Responsibility of Our Local Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Maintenance of Machine-Readable Records for Montana Database Responsibility of Our Local Library (For Our Records)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II. Resource Sharing (ILL) Activities			
A. Interlibrary Loan Available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Statewide Library Card for Walk-In Borrowing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Reciprocal Borrowing Agreements with Other Types of Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Reimbursement to Local Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Access to Materials Held by Libraries Outside Montana	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Access to Materials Held by Other Montana Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Bibliographic Verification Available Through Federation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Delivery of Materials is Rapid, Efficient, Cost-Effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ISSUES FACING
MONTANA LIBRARY FEDERATIONS**

What do you consider to be the most important issues facing the current Montana Library Federations?

	Very Important	No Opinion	Not Important
I. Inadequate Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II. Insufficient (too few) Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III. Over-worked Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV. Limited Continuing Education Activities for Library Staffs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
V. Too Few Consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VI. Need for Additional Library Materials for Local Use & ILL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VII. Training for Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VIII. Limited Access to On-line Catalogs for Resource Sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IX. Lack of Services & Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
X. Service Demands Exceed Available Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XI. Limited Size of Automated Montana Database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XII. Lack of Technology Expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XIII. Under-developed Telecommunications Capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XIV. Public Perception of Federation Services and Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XV. Competition from Other Information Providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XVI. Professional Library Education Unavailable in Montana	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XVII. State Reporting and Accountability Requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XVIII. Need to Expand Membership to All Types of Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
XIX. Cultural Awareness in Local Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please describe how you would change the Montana Library Federation Structure.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX B

CONFIDENTIAL/BLIND SURVEY DATA ANALYSIS

MONTANA LIBRARY FEDERATIONS STUDY

PUBLIC & NON-PUBLIC LIBRARIES – All Federations Combined

90

Number Returned

Member	44	48.9%	Friend	2	2.2%
Staff	9	10.0%	Other	29	32.2%
Board	3	3.3%	Blank	3	3.3%

	Extremely	Very	Satisfactory	Somewhat	Not	Blank
Level of Satisfaction	12	25	15	12	13	13
	13.3%	27.8%	16.7%	13.3%	14.4%	14.4%
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	20	27	7	21	15	0
	22.2%	30.0%	7.8%	23.3%	16.7%	0.0%
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	23	17	11	16	17	6
	25.6%	18.9%	12.2%	17.8%	18.9%	6.7%

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	56	62.2%	9	10.0%	1	1.1%	24	26.7%
B. Bookmobile Service	8	8.9%	19	21.1%	3	3.3%	60	66.7%
C. Walk-in Access to HQ Library	35	38.9%	10	11.1%	2	2.2%	43	47.8%
D. Statewide Library Card	12	13.3%	8	8.9%	18	20.0%	52	57.8%
E. Books-By-Mail Service	26	28.9%	12	13.3%	5	5.6%	47	52.2%
F. Services – Visually Impaired	32	35.6%	9	10.0%	3	3.3%	46	51.1%
G. Services – Hearing Impaired	15	16.7%	16	17.8%	3	3.3%	56	62.2%
H. Other	3	3.3%	0	0.0%	0	0.0%	87	96.7%
II. Consulting Services								
A. Workshops for Library Staff	57	63.3%	8	8.9%	1	1.1%	24	26.7%
B. Continuing Education Seminars	46	51.1%	10	11.1%	2	2.2%	32	35.6%
C. Public Relations Training	24	26.7%	15	16.7%	3	3.3%	48	53.3%
D. Trustee Manual Preparation	23	25.6%	14	15.6%	3	3.3%	50	55.6%
E. Grantwriting	25	27.8%	14	15.6%	4	4.4%	47	52.2%
F. Visits from HQ Library Staff	16	17.8%	21	23.3%	1	1.1%	52	57.8%
III. Collection Management Services								
A. Reference Core Collection	35	38.9%	8	8.9%	1	1.1%	46	51.1%
B. Shared Media Materials	32	35.6%	11	12.2%	2	2.2%	45	50.0%
C. Shared Equipment	15	16.7%	16	17.8%	4	4.4%	55	61.1%
D. Rotating Book Collection	21	23.3%	12	13.3%	7	7.8%	50	55.6%
E. Outreach Materials	13	14.4%	13	14.4%	3	3.3%	61	67.8%
IV. Technical Services								
A. Cataloging of Materials	8	8.9%	16	17.8%	5	5.6%	61	67.8%
B. Processing of Materials	5	5.6%	16	17.8%	5	5.6%	64	71.1%
C. Collective Purchasing/Materials	12	13.3%	17	18.9%	9	10.0%	52	57.8%
V. Resource Sharing (ILL) Svcs								
A. Interlibrary Loan	62	68.9%	4	4.4%	1	1.1%	23	25.6%
B. Telephone Service for 'RUSHES'	43	47.8%	5	5.6%	2	2.2%	40	44.4%
C. LaserCat Access	39	43.3%	5	5.6%	2	2.2%	44	48.9%
D. Courier Delivery Service	3	3.3%	16	17.8%	8	8.9%	63	70.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	25	27.8%	12	13.3%	5	5.6%	48	53.3%
B. Support of MOLE	5	5.6%	11	12.2%	7	7.8%	67	74.4%
C. Telecommunications	14	15.6%	11	12.2%	7	7.8%	58	64.4%
D. FAX Support	25	27.8%	8	8.9%	5	5.6%	52	57.8%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

	STRENGTH		WEAKNESS		NO OPINION		Blank	
I. Governance								
A. Advisory Board of Trustees	29	32.2%	12	13.3%	12	13.3%	37	41.1%
B. Limited Representation	13	14.4%	23	25.6%	13	14.4%	41	45.6%
C. Coordinator is HQ Director	32	35.6%	13	14.4%	14	15.6%	31	34.4%
D. Current Geographic Boundaries	15	16.7%	8	8.9%	4	4.4%	63	70.0%
E. Participation on Committees	34	37.8%	7	7.8%	8	8.9%	41	45.6%
F. Discussion – Fed/Mmbr Boards	28	31.1%	12	13.3%	13	14.4%	37	41.1%
II. Organization								
A. Single–Type Membership	18	20.0%	9	10.0%	14	15.6%	49	54.4%
B. Voluntary Membership	16	17.8%	8	8.9%	18	20.0%	48	53.3%
C. Multi–Type Membership	11	12.2%	10	11.1%	15	16.7%	54	60.0%
D. Sharing from HQ Staff	31	34.4%	5	5.6%	11	12.2%	43	47.8%
E. Formal Mtngs/Mmbr Lbrns–Staff	39	43.3%	4	4.4%	7	7.8%	40	44.4%
F. Communicatn–Librns/Fed Coord	42	46.7%	7	7.8%	6	6.7%	35	38.9%
III. Administration								
A. Federation is Stable Element	42	46.7%	9	10.0%	7	7.8%	32	35.6%
B. Fed Efficient/Cost Effective	37	41.1%	8	8.9%	10	11.1%	35	38.9%
C. Federation Staff Capable	44	48.9%	6	6.7%	6	6.7%	34	37.8%
D. Consulting Srvcs Adequate	25	27.8%	17	18.9%	7	7.8%	41	45.6%
E. Services Address Local Needs	31	34.4%	12	13.3%	8	8.9%	39	43.3%
F. Centralized Srvcs Efficient	31	34.4%	5	5.6%	14	15.6%	40	44.4%
G. Fed Plan of Service Current	43	47.8%	5	5.6%	10	11.1%	32	35.6%
IV. Funding								
A. Financial Resources Adequate	3	3.3%	48	53.3%	6	6.7%	33	36.7%
B. Federation Solvency	17	18.9%	14	15.6%	14	15.6%	45	50.0%
C. State Aid Adequate	16	17.8%	38	42.2%	6	6.7%	30	33.3%
D. Coal Sevrnce Tax Rev Adequate	7	7.8%	45	50.0%	5	5.6%	33	36.7%
E. Fed Srvcs Free to Mmbr Libr's	45	50.0%	4	4.4%	4	4.4%	37	41.1%
F. Non–Fed Libr's Pay for Srvcs	9	10.0%	9	10.0%	25	27.8%	47	52.2%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	52	57.8%	8	8.9%	2	2.2%	28	31.1%
B. LaserCat Available	49	54.4%	7	7.8%	0	0.0%	34	37.8%
C. Union Catalog Available	13	14.4%	15	16.7%	14	15.6%	48	53.3%
D. Fed Maintains Processing Cntr	5	5.6%	16	17.8%	23	25.6%	46	51.1%
E. Catalog/Procsgng Responsibility	33	36.7%	5	5.6%	15	16.7%	37	41.1%
F. Prep Machine Readable Recs	23	25.6%	9	10.0%	16	17.8%	42	46.7%
G. Mntnce Machine Readable Recs	22	24.4%	6	6.7%	17	18.9%	45	50.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	67	74.4%	2	2.2%	0	0.0%	21	23.3%
B. Statewide Library Card	16	17.8%	19	21.1%	13	14.4%	42	46.7%
C. Reciprocal Borrowing	36	40.0%	7	7.8%	8	8.9%	39	43.3%
D. Reimbursement Local Libraries	50	55.6%	4	4.4%	4	4.4%	32	35.6%
E. Access Materials outside Mont	57	63.3%	2	2.2%	3	3.3%	28	31.1%
F. Access Materials w/Montana	60	66.7%	1	1.1%	2	2.2%	27	30.0%
G. Bibliographic Verification	27	30.0%	9	10.0%	14	15.6%	40	44.4%
H. Delivery Materials Efficient	42	46.7%	10	11.1%	7	7.8%	31	34.4%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	67	74.4%	4	4.4%	1	1.1%	18	20.0%
II. Insufficient Staff	43	47.8%	17	18.9%	5	5.6%	25	27.8%
III. Over-worked Staff	36	40.0%	24	26.7%	2	2.2%	28	31.1%
IV. Limited Continuing Educatn	48	53.3%	7	7.8%	6	6.7%	29	32.2%
V. Too Few Consultants	27	30.0%	22	24.4%	7	7.8%	34	37.8%
VI. Need Additional Materials	47	52.2%	10	11.1%	5	5.6%	28	31.1%
VII. Training for Trustees	44	48.9%	15	16.7%	5	5.6%	26	28.9%
VIII. Limited Access On-Line Cats	36	40.0%	14	15.6%	5	5.6%	35	38.9%
IX. Lack of Services/Programs	32	35.6%	19	21.1%	4	4.4%	35	38.9%
X. Srvc Demands Exceed Resrcs	29	32.2%	23	25.6%	3	3.3%	35	38.9%
XI. Limited Automated Database	31	34.4%	18	20.0%	5	5.6%	36	40.0%
XII. Lack of Technlgy Expertise	41	45.6%	12	13.3%	3	3.3%	34	37.8%
XIII. Under-developed Telecomm	39	43.3%	17	18.9%	2	2.2%	32	35.6%
XIV. Public Perception of Fed	38	42.2%	14	15.6%	6	6.7%	32	35.6%
XV. Competition Other Providers	13	14.4%	24	26.7%	17	18.9%	36	40.0%
XVI. Prof Libr Educ Unavailable	41	45.6%	11	12.2%	8	8.9%	30	33.3%
XVII. State Reprtg/Accountability	24	26.7%	19	21.1%	13	14.4%	34	37.8%
XVIII. Expand Membrshps All Types	32	35.6%	15	16.7%	11	12.2%	32	35.6%
XIX. Cultural Awareness	31	34.4%	21	23.3%	7	7.8%	31	34.4%

MONTANA LIBRARY FEDERATIONS STUDY

BLUE (Public Libraries) – All Federations Combined

Number Returned 55

Tot Yrs Public Library	735.3	AVG	13.36
Tot Yrs Federation	513	AVG	9.327
Tot Yrs Outside Montana	104	AVG	1.890

Membe	41	74.5%	Friend	0	0.0%
Staff	7	12.7%	Other	2	3.6%
Board	2	3.6%	Blank	3	5.5%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank					
	12	21.8%	20	36.4%	8	14.5%	9	16.4%	4	7.3%	2
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank					
	17	30.9%	21	38.2%	6	10.9%	10	18.2%	1	1.8%	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank					
	21	38.2%	14	25.5%	7	12.7%	8	14.5%	4	7.3%	1

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	42	76.4%	6	10.9%	0	0.0%	7	12.7%
B. Bookmobile Service	5	9.1%	13	23.6%	1	1.8%	36	65.5%
C. Walk-in Access to HQ Library	25	45.5%	8	14.5%	0	0.0%	22	40.0%
D. Statewide Library Card	7	12.7%	7	12.7%	8	14.5%	33	60.0%
E. Books-By-Mail Service	19	34.5%	10	18.2%	0	0.0%	26	47.3%
F. Services – Visually Impaired	22	40.0%	7	12.7%	0	0.0%	26	47.3%
G. Services – Hearing Impaired	9	16.4%	12	21.8%	1	1.8%	33	60.0%
H. Other	3	5.5%	0	0.0%	0	0.0%	52	94.5%
II. Consulting Services								
A. Workshops for Library Staff	44	80.0%	6	10.9%	0	0.0%	5	9.1%
B. Continuing Education Seminars	38	69.1%	7	12.7%	1	1.8%	9	16.4%
C. Public Relations Training	19	34.5%	10	18.2%	1	1.8%	25	45.5%
D. Trustee Manual Preparation	19	34.5%	12	21.8%	2	3.6%	22	40.0%
E. Grantwriting	17	30.9%	12	21.8%	2	3.6%	24	43.6%
F. Visits from HQ Library Staff	13	23.6%	18	32.7%	0	0.0%	24	43.6%
III. Collection Management Services								
A. Reference Core Collection	25	45.5%	7	12.7%	0	0.0%	23	41.8%
B. Shared Media Materials	23	41.8%	7	12.7%	1	1.8%	24	43.6%
C. Shared Equipment	10	18.2%	12	21.8%	1	1.8%	32	58.2%
D. Rotating Book Collection	17	30.9%	11	20.0%	3	5.5%	24	43.6%
E. Outreach Materials	9	16.4%	10	18.2%	2	3.6%	34	61.8%
IV. Technical Services								
A. Cataloging of Materials	5	9.1%	13	23.6%	2	3.6%	35	63.6%
B. Processing of Materials	2	3.6%	13	23.6%	2	3.6%	38	69.1%
C. Collective Purchsng/Materials	9	16.4%	15	27.3%	5	9.1%	26	47.3%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	45	81.8%	4	7.3%	0	0.0%	6	10.9%
B. Telephone Service for 'RUSHES'	32	58.2%	5	9.1%	1	1.8%	17	30.9%
C. LaserCat Access	26	47.3%	4	7.3%	1	1.8%	24	43.6%
D. Courier Delivery Service	2	3.6%	13	23.6%	3	5.5%	37	67.3%
VI. New Technologies / Automation								
A. Joint Planning Activities	20	36.4%	8	14.5%	3	5.5%	24	43.6%
B. Support of MOLE	4	7.3%	8	14.5%	4	7.3%	39	70.9%
C. Telecommunications	8	14.5%	8	14.5%	5	9.1%	34	61.8%
D. FAX Support	15	27.3%	6	10.9%	4	7.3%	30	54.5%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	26	47.3%	6	10.9%	7	12.7%	16	29.1%
B. Limited Representation	12	21.8%	14	25.5%	9	16.4%	20	36.4%
C. Coordinator is HQ Director	29	52.7%	9	16.4%	9	16.4%	8	14.5%
D. Current Geographic Boundaries	14	25.5%	5	9.1%	1	1.8%	35	63.6%
E. Participation on Committees	26	47.3%	6	10.9%	4	7.3%	19	34.5%
F. Discussion – Fed/Mmbr Boards	27	49.1%	10	18.2%	4	7.3%	14	25.5%
II. Organization								
A. Single-Type Membership	16	29.1%	3	5.5%	10	18.2%	26	47.3%
B. Voluntary Membership	11	20.0%	7	12.7%	11	20.0%	26	47.3%
C. Multi-Type Membership	7	12.7%	4	7.3%	12	21.8%	32	58.2%
D. Sharing from HQ Staff	24	43.6%	5	9.1%	5	9.1%	21	38.2%
E. Formal Mtngs/Mmbr Lbrns–Staff	32	58.2%	3	5.5%	3	5.5%	17	30.9%
F. Communicatn–Lbrns/Fed Coord	36	65.5%	5	9.1%	2	3.6%	12	21.8%
III. Administration								
A. Federation is Stable Element	34	61.8%	8	14.5%	4	7.3%	9	16.4%
B. Fed Efficient/Cost Effective	32	58.2%	6	10.9%	5	9.1%	12	21.8%
C. Federation Staff Capable	36	65.5%	5	9.1%	3	5.5%	11	20.0%
D. Consulting Svcs Adequate	23	41.8%	14	25.5%	2	3.6%	16	29.1%
E. Services Address Local Needs	26	47.3%	10	18.2%	3	5.5%	16	29.1%
F. Centralized Svcs Efficient	25	45.5%	5	9.1%	7	12.7%	18	32.7%
G. Fed Plan of Service Current	38	69.1%	5	9.1%	3	5.5%	9	16.4%
IV. Funding								
A. Financial Resources Adequate	2	3.6%	39	70.9%	3	5.5%	11	20.0%
B. Federation Solvency	13	23.6%	11	20.0%	10	18.2%	21	38.2%
C. State Aid Adequate	15	27.3%	29	52.7%	4	7.3%	7	12.7%
D. Coal Sevnrnce Tax Rev Adequate	7	12.7%	36	65.5%	3	5.5%	9	16.4%
E. Fed Svcs Free to Mmbr Libr's	36	65.5%	4	7.3%	1	1.8%	14	25.5%
F. Non–Fed Libr's Pay for Svcs	8	14.5%	4	7.3%	19	34.5%	24	43.6%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	39	70.9%	4	7.3%	1	1.8%	11	20.0%
B. LaserCat Available	34	61.8%	4	7.3%	0	0.0%	17	30.9%
C. Union Catalog Available	11	20.0%	10	18.2%	6	10.9%	28	50.9%
D. Fed Maintains Processing Cntr	4	7.3%	12	21.8%	13	23.6%	26	47.3%
E. Catalog/Procsgng Responsblty	29	52.7%	3	5.5%	6	10.9%	17	30.9%
F. Prep Machine Readable Recs	19	34.5%	5	9.1%	8	14.5%	23	41.8%
G. Mntnce Machine Readable Recs	16	29.1%	4	7.3%	9	16.4%	26	47.3%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	49	89.1%	2	3.6%	0	0.0%	4	7.3%
B. Statewide Library Card	12	21.8%	12	21.8%	7	12.7%	24	43.6%
C. Reciprocal Borrowing	24	43.6%	4	7.3%	5	9.1%	22	40.0%
D. Reimbursement Local Libraries	38	69.1%	2	3.6%	1	1.8%	14	25.5%
E. Access Materials outside Mont	43	78.2%	2	3.6%	0	0.0%	10	18.2%
F. Access Materials w/Montana	46	83.6%	0	0.0%	0	0.0%	9	16.4%
G. Bibliographic Verification	20	36.4%	7	12.7%	6	10.9%	22	40.0%
H. Delivery Materials Efficient	36	65.5%	4	7.3%	2	3.6%	13	23.6%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	47	85.5%	3	5.5%	0	0.0%	5	9.1%
II. Insufficient Staff	31	56.4%	12	21.8%	1	1.8%	11	20.0%
III. Over-worked Staff	27	49.1%	14	25.5%	1	1.8%	13	23.6%
IV. Limited Continuing Educatn	39	70.9%	1	1.8%	1	1.8%	14	25.5%
V. Too Few Consultants	23	41.8%	12	21.8%	1	1.8%	19	34.5%
VI. Need Additional Materials	32	58.2%	6	10.9%	4	7.3%	13	23.6%
VII. Training for Trustees	37	67.3%	5	9.1%	2	3.6%	11	20.0%
VIII. Limited Access On-Line Cats	21	38.2%	10	18.2%	3	5.5%	21	38.2%
IX. Lack of Services/Programs	27	49.1%	7	12.7%	1	1.8%	20	36.4%
X. Svc Demands Exceed Resrcs	23	41.8%	12	21.8%	0	0.0%	20	36.4%
XI. Limited Automated Database	19	34.5%	12	21.8%	2	3.6%	22	40.0%
XII. Lack of Technlgy Expertise	28	50.9%	8	14.5%	0	0.0%	19	34.5%
XIII. Under-developed Telecomm	24	43.6%	13	23.6%	0	0.0%	18	32.7%
XIV. Public Perception of Fed	28	50.9%	6	10.9%	4	7.3%	17	30.9%
XV. Competition Other Providers	8	14.5%	17	30.9%	9	16.4%	21	38.2%
XVI. Prof Libr Educ Unavailable	28	50.9%	7	12.7%	4	7.3%	16	29.1%
XVII. State Reprtng/Accountability	18	32.7%	10	18.2%	7	12.7%	20	36.4%
XVIII. Expand Membrshps All Types	14	25.5%	12	21.8%	10	18.2%	19	34.5%
XIX. Cultural Awareness	25	45.5%	10	18.2%	4	7.3%	16	29.1%

MONTANA LIBRARY FEDERATIONS STUDY

BLUE (Public Libraries) – Broad Valleys

Number Returned 15

Tot Yrs Public Library	243.8	AVG	16.25
Tot Yrs Federation	123	AVG	8.2
Tot Yrs Outside Montana	61	AVG	4.066

Membe	9	60.0%	Friend	0	0.0%
Staff	3	20.0%	Other	1	6.7%
Board	1	6.7%	Blank	1	6.7%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank					
	4	26.7%	6	40.0%	2	13.3%	1	6.7%	0	0.0%	
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank					
	3	20.0%	7	46.7%	2	13.3%	3	20.0%	0	0.0%	
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank					
	8	53.3%	3	20.0%	1	6.7%	2	13.3%	1	6.7%	0

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	12	80.0%	1	6.7%	0	0.0%	2	13.3%
B. Bookmobile Service	0	0.0%	2	13.3%	0	0.0%	13	86.7%
C. Walk-in Access to HQ Library	3	20.0%	0	0.0%	0	0.0%	12	80.0%
D. Statewide Library Card	1	6.7%	1	6.7%	3	20.0%	10	66.7%
E. Books-By-Mail Service	4	26.7%	1	6.7%	0	0.0%	10	66.7%
F. Services – Visually Impaired	3	20.0%	1	6.7%	0	0.0%	11	73.3%
G. Services – Hearing Impaired	0	0.0%	2	13.3%	0	0.0%	13	86.7%
H. Other	1	6.7%	0	0.0%	0	0.0%	14	93.3%
II. Consulting Services								
A. Workshops for Library Staff	12	80.0%	0	0.0%	0	0.0%	3	20.0%
B. Continuing Education Seminars	13	86.7%	0	0.0%	0	0.0%	2	13.3%
C. Public Relations Training	5	33.3%	1	6.7%	0	0.0%	9	60.0%
D. Trustee Manual Preparation	4	26.7%	3	20.0%	1	6.7%	7	46.7%
E. Grantwriting	4	26.7%	1	6.7%	1	6.7%	9	60.0%
F. Visits from HQ Library Staff	5	33.3%	2	13.3%	0	0.0%	8	53.3%
III. Collection Management Services								
A. Reference Core Collection	4	26.7%	1	6.7%	0	0.0%	10	66.7%
B. Shared Media Materials	3	20.0%	2	13.3%	1	6.7%	9	60.0%
C. Shared Equipment	1	6.7%	2	13.3%	0	0.0%	12	80.0%
D. Rotating Book Collection	2	13.3%	1	6.7%	1	6.7%	11	73.3%
E. Outreach Materials	1	6.7%	2	13.3%	0	0.0%	12	80.0%
IV. Technical Services								
A. Cataloging of Materials	1	6.7%	2	13.3%	1	6.7%	11	73.3%
B. Processing of Materials	0	0.0%	2	13.3%	1	6.7%	12	80.0%
C. Collective Purchasing/Materials	0	0.0%	2	13.3%	2	13.3%	11	73.3%
V. Resource Sharing (ILL) Svcs								
A. Interlibrary Loan	15	100.0%	0	0.0%	0	0.0%	0	0.0%
B. Telephone Service for 'RUSHES'	9	60.0%	1	6.7%	0	0.0%	5	33.3%
C. LaserCat Access	6	40.0%	1	6.7%	1	6.7%	7	46.7%
D. Courier Delivery Service	0	0.0%	2	13.3%	1	6.7%	12	80.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	4	26.7%	1	6.7%	2	13.3%	8	53.3%
B. Support of MOLE	1	6.7%	0	0.0%	1	6.7%	13	86.7%
C. Telecommunications	1	6.7%	1	6.7%	3	20.0%	10	66.7%
D. FAX Support	3	20.0%	1	6.7%	2	13.3%	9	60.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	6	40.0%	2	13.3%	1	6.7%	6	40.0%
B. Limited Representation	3	20.0%	2	13.3%	2	13.3%	8	53.3%
C. Coordinator is HQ Director	7	46.7%	2	13.3%	2	13.3%	4	26.7%
D. Current Geographic Boundaries	3	20.0%	1	6.7%	0	0.0%	11	73.3%
E. Participation on Committees	5	33.3%	1	6.7%	1	6.7%	8	53.3%
F. Discussion – Fed/Mmbr Boards	8	53.3%	1	6.7%	1	6.7%	5	33.3%
II. Organization								
A. Single-Type Membership	6	40.0%	0	0.0%	2	13.3%	7	46.7%
B. Voluntary Membership	2	13.3%	2	13.3%	3	20.0%	8	53.3%
C. Multi-Type Membership	1	6.7%	1	6.7%	4	26.7%	9	60.0%
D. Sharing from HQ Staff	5	33.3%	0	0.0%	2	13.3%	8	53.3%
E. Formal Mtngs/Mmbr Lbrns–Staff	10	66.7%	0	0.0%	1	6.7%	4	26.7%
F. Communicatn–Lbrns/Fed Coord	10	66.7%	1	6.7%	1	6.7%	3	20.0%
III. Administration								
A. Federation is Stable Element	10	66.7%	1	6.7%	2	13.3%	2	13.3%
B. Fed Efficient/Cost Effective	9	60.0%	1	6.7%	2	13.3%	3	20.0%
C. Federation Staff Capable	11	73.3%	1	6.7%	1	6.7%	2	13.3%
D. Consulting Srvc Adequate	8	53.3%	0	0.0%	2	13.3%	5	33.3%
E. Services Address Local Needs	10	66.7%	0	0.0%	2	13.3%	3	20.0%
F. Centralized Srvc Efficient	8	53.3%	0	0.0%	3	20.0%	4	26.7%
G. Fed Plan of Service Current	8	53.3%	1	6.7%	2	13.3%	4	26.7%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	11	73.3%	1	6.7%	3	20.0%
B. Federation Solvency	3	20.0%	2	13.3%	2	13.3%	8	53.3%
C. State Aid Adequate	7	46.7%	6	40.0%	1	6.7%	1	6.7%
D. Coal Sevrnce Tax Rev Adequate	3	20.0%	8	53.3%	1	6.7%	3	20.0%
E. Fed Srvc Free to Mmbr Libr's	11	73.3%	1	6.7%	1	6.7%	2	13.3%
F. Non–Fed Libr's Pay for Srvc	4	26.7%	0	0.0%	4	26.7%	7	46.7%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	8	53.3%	1	6.7%	0	0.0%	6	40.0%
B. LaserCat Available	8	53.3%	1	6.7%	0	0.0%	6	40.0%
C. Union Catalog Available	5	33.3%	0	0.0%	0	0.0%	10	66.7%
D. Fed Maintains Processing Cntr	1	6.7%	1	6.7%	2	13.3%	11	73.3%
E. Catalog/Procsgng Responsblty	4	26.7%	1	6.7%	2	13.3%	8	53.3%
F. Prep Machine Readable Recs	4	26.7%	1	6.7%	2	13.3%	8	53.3%
G. Mntnce Machine Readable Recs	3	20.0%	1	6.7%	2	13.3%	9	60.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	14	93.3%	1	6.7%	0	0.0%	0	0.0%
B. Statewide Library Card	4	26.7%	2	13.3%	0	0.0%	9	60.0%
C. Reciprocal Borrowing	7	46.7%	2	13.3%	0	0.0%	6	40.0%
D. Reimbursement Local Libraries	11	73.3%	0	0.0%	0	0.0%	4	26.7%
E. Access Materials outside Mont	12	80.0%	0	0.0%	0	0.0%	3	20.0%
F. Access Materials w/Montana	13	86.7%	0	0.0%	0	0.0%	2	13.3%
G. Bibliographic Verification	7	46.7%	0	0.0%	0	0.0%	8	53.3%
H. Delivery Materials Efficient	10	66.7%	1	6.7%	0	0.0%	4	26.7%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	13	86.7%	1	6.7%	0	0.0%	1	6.7%
II. Insufficient Staff	7	46.7%	4	26.7%	0	0.0%	4	26.7%
III. Over-worked Staff	6	40.0%	4	26.7%	0	0.0%	5	33.3%
IV. Limited Continuing Educatn	8	53.3%	0	0.0%	0	0.0%	7	46.7%
V. Too Few Consultants	5	33.3%	3	20.0%	0	0.0%	7	46.7%
VI. Need Additional Materials	8	53.3%	2	13.3%	0	0.0%	5	33.3%
VII. Training for Trustees	10	66.7%	1	6.7%	0	0.0%	4	26.7%
VIII. Limited Access On-Line Cats	6	40.0%	1	6.7%	1	6.7%	7	46.7%
IX. Lack of Services/Programs	3	20.0%	3	20.0%	0	0.0%	9	60.0%
X. Srvc Demands Exceed Resrcs	2	13.3%	5	33.3%	0	0.0%	8	53.3%
XI. Limited Automated Database	4	26.7%	3	20.0%	0	0.0%	8	53.3%
XII. Lack of Technlgy Expertise	6	40.0%	2	13.3%	0	0.0%	7	46.7%
XIII. Under-developed Telecomm	6	40.0%	3	20.0%	0	0.0%	6	40.0%
XIV. Public Perception of Fed	6	40.0%	1	6.7%	0	0.0%	8	53.3%
XV. Competition Other Providers	1	6.7%	4	26.7%	2	13.3%	8	53.3%
XVI. Prof Libr Educ Unavailable	4	26.7%	3	20.0%	1	6.7%	7	46.7%
XVII. State Reprtg/Accountability	1	6.7%	4	26.7%	2	13.3%	8	53.3%
XVIII. Expand Membrshps All Types	3	20.0%	1	6.7%	4	26.7%	7	46.7%
XIX. Cultural Awareness	4	26.7%	1	6.7%	2	13.3%	8	53.3%

MONTANA LIBRARY FEDERATIONS STUDY

BLUE (Public Libraries) – Golden Plains

Number Returned

4

Tot Yrs Public Library	48.5	AVG	12.12
Tot Yrs Federation	37.5	AVG	9.375
Tot Yrs Outside Montana	4	AVG	1

Membe	4	*****	Friend	0	0.0%
Staff	0	0.0%	Other	0	0.0%
Board	0	0.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank					
	2	50.0%	1	25.0%	0	0.0%	1	25.0%	0	0.0%	
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank					
	3	75.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank					
	2	50.0%	1	25.0%	0	0.0%	0	0.0%	1	25.0%	0

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	4	100.0%	0	0.0%	0	0.0%	0	0.0%
B. Bookmobile Service	0	0.0%	0	0.0%	0	0.0%	4	100.0%
C. Walk-in Access to HQ Library	3	75.0%	0	0.0%	0	0.0%	1	25.0%
D. Statewide Library Card	0	0.0%	0	0.0%	0	0.0%	4	100.0%
E. Books-By-Mail Service	1	25.0%	0	0.0%	0	0.0%	3	75.0%
F. Services – Visually Impaired	0	0.0%	0	0.0%	0	0.0%	4	100.0%
G. Services – Hearing Impaired	0	0.0%	0	0.0%	0	0.0%	4	100.0%
H. Other	0	0.0%	0	0.0%	0	0.0%	4	100.0%
II. Consulting Services								
A. Workshops for Library Staff	3	75.0%	1	25.0%	0	0.0%	0	0.0%
B. Continuing Education Seminars	3	75.0%	1	25.0%	0	0.0%	0	0.0%
C. Public Relations Training	1	25.0%	1	25.0%	0	0.0%	2	50.0%
D. Trustee Manual Preparation	2	50.0%	1	25.0%	0	0.0%	1	25.0%
E. Grantwriting	2	50.0%	1	25.0%	0	0.0%	1	25.0%
F. Visits from HQ Library Staff	0	0.0%	1	25.0%	0	0.0%	3	75.0%
III. Collection Management Services								
A. Reference Core Collection	2	50.0%	1	25.0%	0	0.0%	1	25.0%
B. Shared Media Materials	4	100.0%	0	0.0%	0	0.0%	0	0.0%
C. Shared Equipment	3	75.0%	0	0.0%	0	0.0%	1	25.0%
D. Rotating Book Collection	1	25.0%	0	0.0%	0	0.0%	3	75.0%
E. Outreach Materials	1	25.0%	0	0.0%	0	0.0%	3	75.0%
IV. Technical Services								
A. Cataloging of Materials	0	0.0%	1	25.0%	0	0.0%	3	75.0%
B. Processing of Materials	0	0.0%	1	25.0%	0	0.0%	3	75.0%
C. Collective Purchsing/Materials	0	0.0%	1	25.0%	0	0.0%	3	75.0%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	4	100.0%	0	0.0%	0	0.0%	0	0.0%
B. Telephone Service for 'RUSHES'	2	50.0%	0	0.0%	0	0.0%	2	50.0%
C. LaserCat Access	3	75.0%	0	0.0%	0	0.0%	1	25.0%
D. Courier Delivery Service	0	0.0%	1	25.0%	0	0.0%	3	75.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	4	100.0%	0	0.0%	0	0.0%	0	0.0%
B. Support of MOLE	0	0.0%	1	25.0%	0	0.0%	3	75.0%
C. Telecommunications	2	50.0%	0	0.0%	0	0.0%	2	50.0%
D. FAX Support	4	100.0%	0	0.0%	0	0.0%	0	0.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	3	75.0%	1	25.0%	0	0.0%	0	0.0%
B. Limited Representation	1	25.0%	1	25.0%	0	0.0%	2	50.0%
C. Coordinator is HQ Director	1	25.0%	1	25.0%	0	0.0%	2	50.0%
D. Current Geographic Boundaries	2	50.0%	0	0.0%	0	0.0%	2	50.0%
E. Participation on Committees	3	75.0%	0	0.0%	0	0.0%	1	25.0%
F. Discussion – Fed/Mmbr Boards	4	100.0%	0	0.0%	0	0.0%	0	0.0%
II. Organization								
A. Single-Type Membership	2	50.0%	0	0.0%	0	0.0%	2	50.0%
B. Voluntary Membership	2	50.0%	0	0.0%	0	0.0%	2	50.0%
C. Multi-Type Membership	0	0.0%	2	50.0%	0	0.0%	2	50.0%
D. Sharing from HQ Staff	1	25.0%	1	25.0%	0	0.0%	2	50.0%
E. Formal Mtngs/Mmbr Lbrns-Staff	2	50.0%	1	25.0%	0	0.0%	1	25.0%
F. Communicatn-Librns/Fed Coord	3	75.0%	0	0.0%	0	0.0%	1	25.0%
III. Administration								
A. Federation is Stable Element	3	75.0%	0	0.0%	0	0.0%	1	25.0%
B. Fed Efficient/Cost Effective	3	75.0%	0	0.0%	0	0.0%	1	25.0%
C. Federation Staff Capable	1	25.0%	1	25.0%	0	0.0%	2	50.0%
D. Consulting Svcs Adequate	1	25.0%	2	50.0%	0	0.0%	1	25.0%
E. Services Address Local Needs	2	50.0%	0	0.0%	0	0.0%	2	50.0%
F. Centralized Svcs Efficient	1	25.0%	1	25.0%	0	0.0%	2	50.0%
G. Fed Plan of Service Current	4	100.0%	0	0.0%	0	0.0%	0	0.0%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	3	75.0%	0	0.0%	1	25.0%
B. Federation Solvency	1	25.0%	1	25.0%	0	0.0%	2	50.0%
C. State Aid Adequate	1	25.0%	2	50.0%	0	0.0%	1	25.0%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	3	75.0%	0	0.0%	1	25.0%
E. Fed Svcs Free to Mmbr Libr's	1	25.0%	1	25.0%	0	0.0%	2	50.0%
F. Non-Fed Libr's Pay for Svcs	0	0.0%	1	25.0%	1	25.0%	2	50.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	4	100.0%	0	0.0%	0	0.0%	0	0.0%
B. LaserCat Available	3	75.0%	0	0.0%	0	0.0%	1	25.0%
C. Union Catalog Available	0	0.0%	2	50.0%	0	0.0%	2	50.0%
D. Fed Maintains Processing Cntr	0	0.0%	1	25.0%	1	25.0%	2	50.0%
E. Catalog/Procssng Responsblty	4	100.0%	0	0.0%	0	0.0%	0	0.0%
F. Prep Machine Readable Recs	1	25.0%	1	25.0%	0	0.0%	2	50.0%
G. Mntnce Machine Readable Recs	2	50.0%	0	0.0%	0	0.0%	2	50.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	4	100.0%	0	0.0%	0	0.0%	0	0.0%
B. Statewide Library Card	0	0.0%	2	50.0%	0	0.0%	2	50.0%
C. Reciprocal Borrowing	4	100.0%	0	0.0%	0	0.0%	0	0.0%
D. Reimbursement Local Libraries	3	75.0%	0	0.0%	0	0.0%	1	25.0%
E. Access Materials outside Mont	4	100.0%	0	0.0%	0	0.0%	0	0.0%
F. Access Materials w/Montana	4	100.0%	0	0.0%	0	0.0%	0	0.0%
G. Bibliographic Verification	1	25.0%	1	25.0%	0	0.0%	2	50.0%
H. Delivery Materials Efficient	3	75.0%	1	25.0%	0	0.0%	0	0.0%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	3	75.0%	0	0.0%	0	0.0%	1	25.0%
II. Insufficient Staff	3	75.0%	0	0.0%	0	0.0%	1	25.0%
III. Over-worked Staff	4	100.0%	0	0.0%	0	0.0%	0	0.0%
IV. Limited Continuing Educatn	4	100.0%	0	0.0%	0	0.0%	0	0.0%
V. Too Few Consultants	2	50.0%	0	0.0%	0	0.0%	2	50.0%
VI. Need Additional Materials	3	75.0%	0	0.0%	0	0.0%	1	25.0%
VII. Training for Trustees	3	75.0%	0	0.0%	0	0.0%	1	25.0%
VIII. Limited Access On-Line Cats	1	25.0%	1	25.0%	0	0.0%	2	50.0%
IX. Lack of Services/Programs	2	50.0%	0	0.0%	0	0.0%	2	50.0%
X. Srvc Demands Exceed Resrcs	3	75.0%	0	0.0%	0	0.0%	1	25.0%
XI. Limited Automated Database	1	25.0%	1	25.0%	0	0.0%	2	50.0%
XII. Lack of Technlgy Expertise	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XIII. Under-developed Telecomm	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XIV. Public Perception of Fed	4	100.0%	0	0.0%	0	0.0%	0	0.0%
XV. Competition Other Providers	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XVI. Prof Libr Educ Unavailable	3	75.0%	0	0.0%	0	0.0%	1	25.0%
XVII. State Reprtg/Accountability	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XVIII. Expand Membrshps All Types	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XIX. Cultural Awareness	3	75.0%	0	0.0%	0	0.0%	1	25.0%

MONTANA LIBRARY FEDERATIONS STUDY

BLUE (Public Libraries) – Pathfinder

Number Returned

10

Tot Yrs Public Library	145	AVG	14.5
Tot Yrs Federation	113	AVG	11.3
Tot Yrs Outside Montana	14	AVG	1.4

Membe	8	80.0%	Friend	0	0.0%
Staff	1	10.0%	Other	0	0.0%
Board	0	0.0%	Blank	1	10.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank
	0	1	1	6	1	1
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	2	5	1	1	1	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	2	1	1	5	0	1

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

	<i>STRENGTH</i>		<i>WEAKNESS</i>		<i>VAL NEW SER</i>		<i>Blank</i>	
I. Direct User Services								
A. Reference Service	5	50.0%	3	30.0%	0	0.0%	2	20.0%
B. Bookmobile Service	3	30.0%	5	50.0%	0	0.0%	2	20.0%
C. Walk-in Access to HQ Library	3	30.0%	4	40.0%	0	0.0%	3	30.0%
D. Statewide Library Card	1	10.0%	3	30.0%	1	10.0%	5	50.0%
E. Books–By–Mail Service	2	20.0%	3	30.0%	0	0.0%	5	50.0%
F. Services – Visually Impaired	4	40.0%	4	40.0%	0	0.0%	2	20.0%
G. Services – Hearing Impaired	1	10.0%	5	50.0%	0	0.0%	4	40.0%
H. Other	0	0.0%	0	0.0%	0	0.0%	10	100.0%
II. Consulting Services								
A. Workshops for Library Staff	8	80.0%	1	10.0%	0	0.0%	1	10.0%
B. Continuing Education Seminars	6	60.0%	2	20.0%	0	0.0%	2	20.0%
C. Public Relations Training	2	20.0%	4	40.0%	1	10.0%	3	30.0%
D. Trustee Manual Preparation	3	30.0%	4	40.0%	0	0.0%	3	30.0%
E. Grantwriting	3	30.0%	4	40.0%	0	0.0%	3	30.0%
F. Visits from HQ Library Staff	2	20.0%	5	50.0%	0	0.0%	3	30.0%
III. Collection Management Services								
A. Reference Core Collection	4	40.0%	2	20.0%	0	0.0%	4	40.0%
B. Shared Media Materials	3	30.0%	3	30.0%	0	0.0%	4	40.0%
C. Shared Equipment	0	0.0%	5	50.0%	0	0.0%	5	50.0%
D. Rotating Book Collection	2	20.0%	4	40.0%	1	10.0%	3	30.0%
E. Outreach Materials	1	10.0%	4	40.0%	1	10.0%	4	40.0%
IV. Technical Services								
A. Cataloging of Materials	0	0.0%	5	50.0%	0	0.0%	5	50.0%
B. Processing of Materials	0	0.0%	5	50.0%	0	0.0%	5	50.0%
C. Collective Purchsng/Materials	2	20.0%	5	50.0%	0	0.0%	3	30.0%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	4	40.0%	2	20.0%	0	0.0%	4	40.0%
B. Telephone Service for 'RUSHES'	3	30.0%	3	30.0%	0	0.0%	4	40.0%
C. LaserCat Access	4	40.0%	2	20.0%	0	0.0%	4	40.0%
D. Courier Delivery Service	0	0.0%	5	50.0%	1	10.0%	4	40.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	4	40.0%	2	20.0%	0	0.0%	4	40.0%
B. Support of MOLE	2	20.0%	2	20.0%	1	10.0%	5	50.0%
C. Telecommunications	3	30.0%	2	20.0%	0	0.0%	5	50.0%
D. FAX Support	2	20.0%	2	20.0%	0	0.0%	6	60.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	4	40.0%	3	30.0%	2	20.0%	1	10.0%
B. Limited Representation	3	30.0%	4	40.0%	1	10.0%	2	20.0%
C. Coordinator is HQ Director	4	40.0%	2	20.0%	3	30.0%	1	10.0%
D. Current Geographic Boundaries	1	10.0%	2	20.0%	1	10.0%	6	60.0%
E. Participation on Committees	4	40.0%	3	30.0%	1	10.0%	2	20.0%
F. Discussion – Fed/Mmbr Boards	4	40.0%	4	40.0%	1	10.0%	1	10.0%
II. Organization								
A. Single-Type Membership	2	20.0%	1	10.0%	1	10.0%	6	60.0%
B. Voluntary Membership	1	10.0%	2	20.0%	1	10.0%	6	60.0%
C. Multi-Type Membership	2	20.0%	0	0.0%	2	20.0%	6	60.0%
D. Sharing from HQ Staff	1	10.0%	4	40.0%	1	10.0%	4	40.0%
E. Formal Mtngs/Mmbr Lbrns–Staff	5	50.0%	1	10.0%	0	0.0%	4	40.0%
F. Communicatn–Librns/Fed Coord	4	40.0%	3	30.0%	0	0.0%	3	30.0%
III. Administration								
A. Federation is Stable Element	3	30.0%	4	40.0%	0	0.0%	3	30.0%
B. Fed Efficient/Cost Effective	3	30.0%	3	30.0%	1	10.0%	3	30.0%
C. Federation Staff Capable	5	50.0%	2	20.0%	1	10.0%	2	20.0%
D. Consulting Svcs Adequate	1	10.0%	5	50.0%	0	0.0%	4	40.0%
E. Services Address Local Needs	1	10.0%	6	60.0%	0	0.0%	3	30.0%
F. Centralized Svcs Efficient	3	30.0%	2	20.0%	1	10.0%	4	40.0%
G. Fed Plan of Service Current	6	60.0%	1	10.0%	0	0.0%	3	30.0%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	6	60.0%	1	10.0%	3	30.0%
B. Federation Solvency	3	30.0%	2	20.0%	2	20.0%	3	30.0%
C. State Aid Adequate	1	10.0%	6	60.0%	0	0.0%	3	30.0%
D. Coal Sevrnce Tax Rev Adequate	1	10.0%	6	60.0%	0	0.0%	3	30.0%
E. Fed Svcs Free to Mmbr Libr's	6	60.0%	1	10.0%	0	0.0%	3	30.0%
F. Non–Fed Libr's Pay for Svcs	1	10.0%	0	0.0%	5	50.0%	4	40.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	7	70.0%	1	10.0%	0	0.0%	2	20.0%
B. LaserCat Available	6	60.0%	1	10.0%	0	0.0%	3	30.0%
C. Union Catalog Available	0	0.0%	5	50.0%	0	0.0%	5	50.0%
D. Fed Maintains Processing Cntr	0	0.0%	5	50.0%	1	10.0%	4	40.0%
E. Catalog/Procsgng Responsblty	6	60.0%	1	10.0%	0	0.0%	3	30.0%
F. Prep Machine Readable Recs	5	50.0%	1	10.0%	0	0.0%	4	40.0%
G. Mntnce Machine Readable Recs	3	30.0%	1	10.0%	1	10.0%	5	50.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	8	80.0%	0	0.0%	0	0.0%	2	20.0%
B. Statewide Library Card	1	10.0%	3	30.0%	2	20.0%	4	40.0%
C. Reciprocal Borrowing	4	40.0%	1	10.0%	0	0.0%	5	50.0%
D. Reimbursement Local Libraries	6	60.0%	0	0.0%	0	0.0%	4	40.0%
E. Access Materials outside Mont	8	80.0%	0	0.0%	0	0.0%	2	20.0%
F. Access Materials w/Montana	7	70.0%	0	0.0%	0	0.0%	3	30.0%
G. Bibliographic Verification	2	20.0%	3	30.0%	0	0.0%	5	50.0%
H. Delivery Materials Efficient	5	50.0%	1	10.0%	1	10.0%	3	30.0%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	8	80.0%	0	0.0%	0	0.0%	2	20.0%
II. Insufficient Staff	4	40.0%	3	30.0%	1	10.0%	2	20.0%
III. Over-worked Staff	2	20.0%	4	40.0%	1	10.0%	3	30.0%
IV. Limited Continuing Educatn	6	60.0%	0	0.0%	1	10.0%	3	30.0%
V. Too Few Consultants	3	30.0%	4	40.0%	1	10.0%	2	20.0%
VI. Need Additional Materials	2	20.0%	2	20.0%	3	30.0%	3	30.0%
VII. Training for Trustees	8	80.0%	0	0.0%	0	0.0%	2	20.0%
VIII. Limited Access On-Line Cats	3	30.0%	2	20.0%	1	10.0%	4	40.0%
IX. Lack of Services/Programs	5	50.0%	1	10.0%	0	0.0%	4	40.0%
X. Svc Demands Exceed Resrcs	6	60.0%	2	20.0%	0	0.0%	2	20.0%
XI. Limited Automated Database	2	20.0%	3	30.0%	1	10.0%	4	40.0%
XII. Lack of Technlgy Expertise	6	60.0%	1	10.0%	0	0.0%	3	30.0%
XIII. Under-developed Telecomm	5	50.0%	1	10.0%	0	0.0%	4	40.0%
XIV. Public Perception of Fed	7	70.0%	0	0.0%	1	10.0%	2	20.0%
XV. Competition Other Providers	3	30.0%	1	10.0%	2	20.0%	4	40.0%
XVI. Prof Libr Educ Unavailable	5	50.0%	1	10.0%	1	10.0%	3	30.0%
XVII. State Reprtg/Accountability	1	10.0%	3	30.0%	2	20.0%	4	40.0%
XVIII. Expand Membrshps All Types	1	10.0%	3	30.0%	2	20.0%	4	40.0%
XIX. Cultural Awareness	5	50.0%	2	20.0%	1	10.0%	2	20.0%

MONTANA LIBRARY FEDERATIONS STUDY

BLUE (Public Libraries) – Sagebrush

Number Returned

10

Tot Yrs Public Library	87	AVG	8.7
Tot Yrs Federation	81	AVG	8.1
Tot Yrs Outside Montana	2	AVG	0.2

Membe	8	80.0%	Friend	0	0.0%
Staff	0	0.0%	Other	1	10.0%
Board	0	0.0%	Blank	1	10.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank			
	4	40.0%	4	40.0%	0	0.0%	1	10.0%	
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank			
	5	50.0%	2	20.0%	0	0.0%	3	30.0%	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank			
	7	70.0%	2	20.0%	1	10.0%	0	0.0%	0

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	9	90.0%	1	10.0%	0	0.0%	0	0.0%
B. Bookmobile Service	0	0.0%	1	10.0%	0	0.0%	9	90.0%
C. Walk-in Access to HQ Library	9	90.0%	1	10.0%	0	0.0%	0	0.0%
D. Statewide Library Card	5	50.0%	0	0.0%	0	0.0%	5	50.0%
E. Books-By-Mail Service	6	60.0%	2	20.0%	0	0.0%	2	20.0%
F. Services – Visually Impaired	7	70.0%	0	0.0%	0	0.0%	3	30.0%
G. Services – Hearing Impaired	5	50.0%	2	20.0%	0	0.0%	3	30.0%
H. Other	1	10.0%	0	0.0%	0	0.0%	9	90.0%
II. Consulting Services								
A. Workshops for Library Staff	8	80.0%	1	10.0%	0	0.0%	1	10.0%
B. Continuing Education Seminars	7	70.0%	1	10.0%	0	0.0%	2	20.0%
C. Public Relations Training	6	60.0%	1	10.0%	0	0.0%	3	30.0%
D. Trustee Manual Preparation	6	60.0%	2	20.0%	1	10.0%	1	10.0%
E. Grantwriting	4	40.0%	4	40.0%	0	0.0%	2	20.0%
F. Visits from HQ Library Staff	3	30.0%	6	60.0%	0	0.0%	1	10.0%
III. Collection Management Services								
A. Reference Core Collection	8	80.0%	1	10.0%	0	0.0%	1	10.0%
B. Shared Media Materials	9	90.0%	0	0.0%	0	0.0%	1	10.0%
C. Shared Equipment	3	30.0%	3	30.0%	1	10.0%	3	30.0%
D. Rotating Book Collection	4	40.0%	3	30.0%	1	10.0%	2	20.0%
E. Outreach Materials	5	50.0%	2	20.0%	1	10.0%	2	20.0%
IV. Technical Services								
A. Cataloging of Materials	1	10.0%	3	30.0%	1	10.0%	5	50.0%
B. Processing of Materials	1	10.0%	3	30.0%	1	10.0%	5	50.0%
C. Collective Purchsng/Materials	5	50.0%	3	30.0%	2	20.0%	0	0.0%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	9	90.0%	1	10.0%	0	0.0%	0	0.0%
B. Telephone Service for 'RUSHES'	9	90.0%	0	0.0%	0	0.0%	1	10.0%
C. LaserCat Access	7	70.0%	0	0.0%	0	0.0%	3	30.0%
D. Courier Delivery Service	2	20.0%	3	30.0%	0	0.0%	5	50.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	4	40.0%	3	30.0%	1	10.0%	2	20.0%
B. Support of MOLE	0	0.0%	3	30.0%	1	10.0%	6	60.0%
C. Telecommunications	0	0.0%	3	30.0%	1	10.0%	6	60.0%
D. FAX Support	4	40.0%	1	10.0%	1	10.0%	4	40.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	4	40.0%	0	0.0%	3	30.0%	3	30.0%
B. Limited Representation	2	20.0%	4	40.0%	2	20.0%	2	20.0%
C. Coordinator is HQ Director	8	80.0%	1	10.0%	1	10.0%	0	0.0%
D. Current Geographic Boundaries	4	40.0%	0	0.0%	0	0.0%	6	60.0%
E. Participation on Committees	6	60.0%	1	10.0%	1	10.0%	2	20.0%
F. Discussion – Fed/Mmbr Boards	3	30.0%	5	50.0%	0	0.0%	2	20.0%
II. Organization								
A. Single-Type Membership	2	20.0%	1	10.0%	3	30.0%	4	40.0%
B. Voluntary Membership	2	20.0%	1	10.0%	3	30.0%	4	40.0%
C. Multi-Type Membership	1	10.0%	1	10.0%	3	30.0%	5	50.0%
D. Sharing from HQ Staff	7	70.0%	0	0.0%	1	10.0%	2	20.0%
E. Formal Mtngs/Mmbr Lbrns–Staff	6	60.0%	1	10.0%	1	10.0%	2	20.0%
F. Communicatn–Librns/Fed Coord	9	90.0%	0	0.0%	1	10.0%	0	0.0%
III. Administration								
A. Federation is Stable Element	8	80.0%	0	0.0%	2	20.0%	0	0.0%
B. Fed Efficient/Cost Effective	6	60.0%	0	0.0%	2	20.0%	2	20.0%
C. Federation Staff Capable	8	80.0%	0	0.0%	1	10.0%	1	10.0%
D. Consulting Svcs Adequate	6	60.0%	3	30.0%	0	0.0%	1	10.0%
E. Services Address Local Needs	6	60.0%	2	20.0%	0	0.0%	2	20.0%
F. Centralized Svcs Efficient	7	70.0%	0	0.0%	1	10.0%	2	20.0%
G. Fed Plan of Service Current	8	80.0%	0	0.0%	1	10.0%	1	10.0%
IV. Funding								
A. Financial Resources Adequate	1	10.0%	7	70.0%	1	10.0%	1	10.0%
B. Federation Solvency	2	20.0%	2	20.0%	3	30.0%	3	30.0%
C. State Aid Adequate	4	40.0%	4	40.0%	2	20.0%	0	0.0%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	8	80.0%	1	10.0%	1	10.0%
E. Fed Svcs Free to Mmbr Libr's	9	90.0%	1	10.0%	0	0.0%	0	0.0%
F. Non-Fed Libr's Pay for Svcs	2	20.0%	1	10.0%	4	40.0%	3	30.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

	STRENGTH		WEAKNESS		NO OPINION		Blank	
I. Bibliographic Database								
A. WLN Access Available	8	80.0%	1	10.0%	1	10.0%	0	0.0%
B. LaserCat Available	8	80.0%	0	0.0%	0	0.0%	2	20.0%
C. Union Catalog Available	2	20.0%	1	10.0%	4	40.0%	3	30.0%
D. Fed Maintains Processing Cntr	2	20.0%	2	20.0%	5	50.0%	1	10.0%
E. Catalog/Procsssng Responsibility	6	60.0%	0	0.0%	3	30.0%	1	10.0%
F. Prep Machine Readable Recs	2	20.0%	1	10.0%	5	50.0%	2	20.0%
G. Mntnce Machine Readable Recs	2	20.0%	1	10.0%	5	50.0%	2	20.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	10	100.0%	0	0.0%	0	0.0%	0	0.0%
B. Statewide Library Card	4	40.0%	2	20.0%	1	10.0%	3	30.0%
C. Reciprocal Borrowing	3	30.0%	0	0.0%	3	30.0%	4	40.0%
D. Reimbursement Local Libraries	8	80.0%	1	10.0%	0	0.0%	1	10.0%
E. Access Materials outside Mont	8	80.0%	1	10.0%	0	0.0%	1	10.0%
F. Access Materials w/Montana	9	90.0%	0	0.0%	0	0.0%	1	10.0%
G. Bibliographic Verification	5	50.0%	2	20.0%	2	20.0%	1	10.0%
H. Delivery Materials Efficient	9	90.0%	0	0.0%	0	0.0%	1	10.0%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	8	80.0%	1	10.0%	0	0.0%	1	10.0%
II. Insufficient Staff	8	80.0%	1	10.0%	0	0.0%	1	10.0%
III. Over-worked Staff	7	70.0%	2	20.0%	0	0.0%	1	10.0%
IV. Limited Continuing Educatn	10	100.0%	0	0.0%	0	0.0%	0	0.0%
V. Too Few Consultants	7	70.0%	1	10.0%	0	0.0%	2	20.0%
VI. Need Additional Materials	9	90.0%	1	10.0%	0	0.0%	0	0.0%
VII. Training for Trustees	8	80.0%	1	10.0%	1	10.0%	0	0.0%
VIII. Limited Access On-Line Cats	5	50.0%	3	30.0%	0	0.0%	2	20.0%
IX. Lack of Services/Programs	7	70.0%	2	20.0%	1	10.0%	0	0.0%
X. Srvc Demands Exceed Resrcs	5	50.0%	2	20.0%	0	0.0%	3	30.0%
XI. Limited Automated Database	5	50.0%	3	30.0%	0	0.0%	2	20.0%
XII. Lack of Technlgy Expertise	8	80.0%	1	10.0%	0	0.0%	1	10.0%
XIII. Under-developed Telecomm	6	60.0%	3	30.0%	0	0.0%	1	10.0%
XIV. Public Perception of Fed	6	60.0%	1	10.0%	1	10.0%	2	20.0%
XV. Competition Other Providers	1	10.0%	6	60.0%	1	10.0%	2	20.0%
XVI. Prof Libr Educ Unavailable	9	90.0%	0	0.0%	1	10.0%	0	0.0%
XVII. State Reprtng/Accountability	8	80.0%	1	10.0%	0	0.0%	1	10.0%
XVIII. Expand Membrshps All Types	5	50.0%	4	40.0%	0	0.0%	1	10.0%
XIX. Cultural Awareness	5	50.0%	2	20.0%	1	10.0%	2	20.0%

MONTANA LIBRARY FEDERATIONS STUDY

BLUE (Public Libraries) – South Central

Number Returned 6

Tot Yrs Public Library	99	AVG	16.5
Tot Yrs Federation	70	AVG	11.66
Tot Yrs Outside Montana	0	AVG	0

Membe	4	66.7%	Friend	0	0.0%
Staff	2	33.3%	Other	0	0.0%
Board	0	0.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank
	2	4	0	0	0	0
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	2	3	1	0	0	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	1	5	0	0	0	0

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	5	83.3%	0	0.0%	0	0.0%	1	16.7%
B. Bookmobile Service	1	16.7%	2	33.3%	0	0.0%	3	50.0%
C. Walk-in Access to HQ Library	0	0.0%	3	50.0%	0	0.0%	3	50.0%
D. Statewide Library Card	0	0.0%	2	33.3%	1	16.7%	3	50.0%
E. Books-By-Mail Service	1	16.7%	2	33.3%	0	0.0%	3	50.0%
F. Services – Visually Impaired	3	50.0%	1	16.7%	0	0.0%	2	33.3%
G. Services – Hearing Impaired	0	0.0%	2	33.3%	0	0.0%	4	66.7%
H. Other	0	0.0%	0	0.0%	0	0.0%	6	100.0%
II. Consulting Services								
A. Workshops for Library Staff	5	83.3%	1	16.7%	0	0.0%	0	0.0%
B. Continuing Education Seminars	3	50.0%	1	16.7%	0	0.0%	2	33.3%
C. Public Relations Training	3	50.0%	1	16.7%	0	0.0%	2	33.3%
D. Trustee Manual Preparation	3	50.0%	1	16.7%	0	0.0%	2	33.3%
E. Grantwriting	3	50.0%	1	16.7%	0	0.0%	2	33.3%
F. Visits from HQ Library Staff	3	50.0%	1	16.7%	0	0.0%	2	33.3%
III. Collection Management Services								
A. Reference Core Collection	4	66.7%	0	0.0%	0	0.0%	2	33.3%
B. Shared Media Materials	2	33.3%	1	16.7%	0	0.0%	3	50.0%
C. Shared Equipment	2	33.3%	1	16.7%	0	0.0%	3	50.0%
D. Rotating Book Collection	0	0.0%	2	33.3%	0	0.0%	4	66.7%
E. Outreach Materials	1	16.7%	1	16.7%	0	0.0%	4	66.7%
IV. Technical Services								
A. Cataloging of Materials	1	16.7%	1	16.7%	0	0.0%	4	66.7%
B. Processing of Materials	0	0.0%	1	16.7%	0	0.0%	5	83.3%
C. Collective Purchsng/Materials	1	16.7%	2	33.3%	1	16.7%	2	33.3%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	5	83.3%	0	0.0%	0	0.0%	1	16.7%
B. Telephone Service for 'RUSHES'	4	66.7%	0	0.0%	0	0.0%	2	33.3%
C. LaserCat Access	3	50.0%	0	0.0%	0	0.0%	3	50.0%
D. Courier Delivery Service	0	0.0%	1	16.7%	0	0.0%	5	83.3%
VI. New Technologies / Automation								
A. Joint Planning Activities	2	33.3%	1	16.7%	0	0.0%	3	50.0%
B. Support of MOLE	0	0.0%	1	16.7%	1	16.7%	4	66.7%
C. Telecommunications	0	0.0%	1	16.7%	1	16.7%	4	66.7%
D. FAX Support	0	0.0%	1	16.7%	1	16.7%	4	66.7%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	3	50.0%	0	0.0%	1	16.7%	2	33.3%
B. Limited Representation	0	0.0%	0	0.0%	3	50.0%	3	50.0%
C. Coordinator is HQ Director	3	50.0%	1	16.7%	1	16.7%	1	16.7%
D. Current Geographic Boundaries	2	33.3%	1	16.7%	0	0.0%	3	50.0%
E. Participation on Committees	3	50.0%	1	16.7%	0	0.0%	2	33.3%
F. Discussion – Fed/Mmbr Boards	3	50.0%	0	0.0%	1	16.7%	2	33.3%
II. Organization								
A. Single-Type Membership	1	16.7%	0	0.0%	2	33.3%	3	50.0%
B. Voluntary Membership	1	16.7%	0	0.0%	2	33.3%	3	50.0%
C. Multi-Type Membership	1	16.7%	0	0.0%	1	16.7%	4	66.7%
D. Sharing from HQ Staff	5	83.3%	0	0.0%	0	0.0%	1	16.7%
E. Formal Mtngs/Mmbr Lbrns–Staff	2	33.3%	0	0.0%	1	16.7%	3	50.0%
F. Communicatn–Librns/Fed Coord	3	50.0%	0	0.0%	0	0.0%	3	50.0%
III. Administration								
A. Federation is Stable Element	4	66.7%	1	16.7%	0	0.0%	1	16.7%
B. Fed Efficient/Cost Effective	5	83.3%	0	0.0%	0	0.0%	1	16.7%
C. Federation Staff Capable	5	83.3%	0	0.0%	0	0.0%	1	16.7%
D. Consulting Srvcs Adequate	4	66.7%	0	0.0%	0	0.0%	2	33.3%
E. Services Address Local Needs	4	66.7%	0	0.0%	0	0.0%	2	33.3%
F. Centralized Srvcs Efficient	2	33.3%	0	0.0%	1	16.7%	3	50.0%
G. Fed Plan of Service Current	6	100.0%	0	0.0%	0	0.0%	0	0.0%
IV. Funding								
A. Financial Resources Adequate	1	16.7%	4	66.7%	0	0.0%	1	16.7%
B. Federation Solvency	2	33.3%	1	16.7%	1	16.7%	2	33.3%
C. State Aid Adequate	2	33.3%	4	66.7%	0	0.0%	0	0.0%
D. Coal Sevrnce Tax Rev Adequate	3	50.0%	3	50.0%	0	0.0%	0	0.0%
E. Fed Srvcs Free to Mmbr Libr’s	4	66.7%	0	0.0%	0	0.0%	2	33.3%
F. Non–Fed Libr’s Pay for Srvcs	0	0.0%	1	16.7%	2	33.3%	3	50.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	5	83.3%	0	0.0%	0	0.0%	1	16.7%
B. LaserCat Available	4	66.7%	0	0.0%	0	0.0%	2	33.3%
C. Union Catalog Available	4	66.7%	0	0.0%	0	0.0%	2	33.3%
D. Fed Maintains Processing Cntr	0	0.0%	1	16.7%	2	33.3%	3	50.0%
E. Catalog/Procsgng Responsibility	3	50.0%	0	0.0%	0	0.0%	3	50.0%
F. Prep Machine Readable Recs	3	50.0%	0	0.0%	0	0.0%	3	50.0%
G. Mntnce Machine Readable Recs	3	50.0%	0	0.0%	0	0.0%	3	50.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	6	100.0%	0	0.0%	0	0.0%	0	0.0%
B. Statewide Library Card	0	0.0%	2	33.3%	1	16.7%	3	50.0%
C. Reciprocal Borrowing	1	16.7%	0	0.0%	1	16.7%	4	66.7%
D. Reimbursement Local Libraries	4	66.7%	0	0.0%	0	0.0%	2	33.3%
E. Access Materials outside Mont	5	83.3%	0	0.0%	0	0.0%	1	16.7%
F. Access Materials w/Montana	5	83.3%	0	0.0%	0	0.0%	1	16.7%
G. Bibliographic Verification	4	66.7%	0	0.0%	0	0.0%	2	33.3%
H. Delivery Materials Efficient	5	83.3%	0	0.0%	0	0.0%	1	16.7%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	5	83.3%	1	16.7%	0	0.0%	0	0.0%
II. Insufficient Staff	3	50.0%	1	16.7%	0	0.0%	2	33.3%
III. Over-worked Staff	3	50.0%	1	16.7%	0	0.0%	2	33.3%
IV. Limited Continuing Educatn	3	50.0%	0	0.0%	0	0.0%	3	50.0%
V. Too Few Consultants	2	33.3%	1	16.7%	0	0.0%	3	50.0%
VI. Need Additional Materials	2	33.3%	0	0.0%	1	16.7%	3	50.0%
VII. Training for Trustees	2	33.3%	0	0.0%	1	16.7%	3	50.0%
VIII. Limited Access On-Line Cats	2	33.3%	1	16.7%	0	0.0%	3	50.0%
IX. Lack of Services/Programs	3	50.0%	0	0.0%	0	0.0%	3	50.0%
X. Srvc Demands Exceed Resrcs	3	50.0%	0	0.0%	0	0.0%	3	50.0%
XI. Limited Automated Database	2	33.3%	0	0.0%	1	16.7%	3	50.0%
XII. Lack of Technlgy Expertise	2	33.3%	1	16.7%	0	0.0%	3	50.0%
XIII. Under-developed Telecomm	2	33.3%	1	16.7%	0	0.0%	3	50.0%
XIV. Public Perception of Fed	2	33.3%	0	0.0%	1	16.7%	3	50.0%
XV. Competition Other Providers	1	16.7%	1	16.7%	1	16.7%	3	50.0%
XVI. Prof Libr Educ Unavailable	1	16.7%	1	16.7%	0	0.0%	4	66.7%
XVII. State Reprtg/Accountability	1	16.7%	0	0.0%	2	33.3%	3	50.0%
XVIII. Expand Membrshps All Types	2	33.3%	0	0.0%	1	16.7%	3	50.0%
XIX. Cultural Awareness	3	50.0%	1	16.7%	0	0.0%	2	33.3%

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	7	70.0%	1	10.0%	0	0.0%	2	20.0%
B. Bookmobile Service	1	10.0%	3	30.0%	1	10.0%	5	50.0%
C. Walk-in Access to HQ Library	7	70.0%	0	0.0%	0	0.0%	3	30.0%
D. Statewide Library Card	0	0.0%	1	10.0%	3	30.0%	6	60.0%
E. Books-By-Mail Service	5	50.0%	2	20.0%	0	0.0%	3	30.0%
F. Services – Visually Impaired	5	50.0%	1	10.0%	0	0.0%	4	40.0%
G. Services – Hearing Impaired	3	30.0%	1	10.0%	1	10.0%	5	50.0%
H. Other-Integration State Pgms	1	10.0%	0	0.0%	0	0.0%	9	90.0%
II. Consulting Services								
A. Workshops for Library Staff	8	80.0%	2	20.0%	0	0.0%	0	0.0%
B. Continuing Education Seminars	6	60.0%	2	20.0%	1	10.0%	1	10.0%
C. Public Relations Training	2	20.0%	2	20.0%	0	0.0%	6	60.0%
D. Trustee Manual Preparation	1	10.0%	1	10.0%	0	0.0%	8	80.0%
E. Grantwriting	1	10.0%	1	10.0%	1	10.0%	7	70.0%
F. Visits from HQ Library Staff	0	0.0%	3	30.0%	0	0.0%	7	70.0%
III. Collection Management Services								
A. Reference Core Collection	3	30.0%	2	20.0%	0	0.0%	5	50.0%
B. Shared Media Materials	2	20.0%	1	10.0%	0	0.0%	7	70.0%
C. Shared Equipment	1	10.0%	1	10.0%	0	0.0%	8	80.0%
D. Rotating Book Collection	8	80.0%	1	10.0%	0	0.0%	1	10.0%
E. Outreach Materials	0	0.0%	1	10.0%	0	0.0%	9	90.0%
IV. Technical Services								
A. Cataloging of Materials	2	20.0%	1	10.0%	0	0.0%	7	70.0%
B. Processing of Materials	1	10.0%	1	10.0%	0	0.0%	8	80.0%
C. Collective Purchsng/Materials	1	10.0%	2	20.0%	0	0.0%	7	70.0%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	8	80.0%	1	10.0%	0	0.0%	1	10.0%
B. Telephone Service for 'RUSHES'	5	50.0%	1	10.0%	1	10.0%	3	30.0%
C. LaserCat Access	3	30.0%	1	10.0%	0	0.0%	6	60.0%
D. Courier Delivery Service	0	0.0%	1	10.0%	1	10.0%	8	80.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	2	20.0%	1	10.0%	0	0.0%	7	70.0%
B. Support of MOLE	1	10.0%	1	10.0%	0	0.0%	8	80.0%
C. Telecommunications	2	20.0%	1	10.0%	0	0.0%	7	70.0%
D. FAX Support	2	20.0%	1	10.0%	0	0.0%	7	70.0%

MONTANA LIBRARY FEDERATIONS STUDY

BLUE (Public Libraries) – Tamarack

Number Returned 10

Tot Yrs Public Library	112	AVG	11.2
Tot Yrs Federation	88.5	AVG	8.85
Tot Yrs Outside Montana	23	AVG	2.3

Members	8	80.0%	Friend	0	0.0%
Staff	1	10.0%	Other	0	0.0%
Board	1	10.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank
	0	4	5	0	1	0
	0.0%	40.0%	50.0%	0.0%	10.0%	0.0%
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	2	3	2	3	0	0
	20.0%	30.0%	20.0%	30.0%	0.0%	0.0%
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	1	2	4	1	2	0
	10.0%	20.0%	40.0%	10.0%	20.0%	0.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	6	60.0%	0	0.0%	0	0.0%	4	40.0%
B. Limited Representation	3	30.0%	3	30.0%	1	10.0%	3	30.0%
C. Coordinator is HQ Director	6	60.0%	2	20.0%	2	20.0%	0	0.0%
D. Current Geographic Boundaries	2	20.0%	1	10.0%	0	0.0%	7	70.0%
E. Participation on Committees	5	50.0%	0	0.0%	1	10.0%	4	40.0%
F. Discussion – Fed/Mmbr Boards	5	50.0%	0	0.0%	1	10.0%	4	40.0%
II. Organization								
A. Single-Type Membership	3	30.0%	1	10.0%	2	20.0%	4	40.0%
B. Voluntary Membership	3	30.0%	2	20.0%	2	20.0%	3	30.0%
C. Multi-Type Membership	2	20.0%	0	0.0%	2	20.0%	6	60.0%
D. Sharing from HQ Staff	5	50.0%	0	0.0%	1	10.0%	4	40.0%
E. Formal Mtngs/Mmbr Lbrns–Staff	7	70.0%	0	0.0%	0	0.0%	3	30.0%
F. Communicatn–Librns/Fed Coord	7	70.0%	1	10.0%	0	0.0%	2	20.0%
III. Administration								
A. Federation is Stable Element	6	60.0%	2	20.0%	0	0.0%	2	20.0%
B. Fed Efficient/Cost Effective	6	60.0%	2	20.0%	0	0.0%	2	20.0%
C. Federation Staff Capable	6	60.0%	1	10.0%	0	0.0%	3	30.0%
D. Consulting Srvc Adequate	3	30.0%	4	40.0%	0	0.0%	3	30.0%
E. Services Address Local Needs	3	30.0%	2	20.0%	1	10.0%	4	40.0%
F. Centralized Srvc Efficient	4	40.0%	2	20.0%	1	10.0%	3	30.0%
G. Fed Plan of Service Current	6	60.0%	3	30.0%	0	0.0%	1	10.0%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	8	80.0%	0	0.0%	2	20.0%
B. Federation Solvency	2	20.0%	3	30.0%	2	20.0%	3	30.0%
C. State Aid Adequate	0	0.0%	7	70.0%	1	10.0%	2	20.0%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	8	80.0%	1	10.0%	1	10.0%
E. Fed Srvc Free to Mmbr Libr's	5	50.0%	0	0.0%	0	0.0%	5	50.0%
F. Non–Fed Libr's Pay for Srvc	1	10.0%	1	10.0%	3	30.0%	5	50.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	7	70.0%	1	10.0%	0	0.0%	2	20.0%
B. LaserCat Available	5	50.0%	2	20.0%	0	0.0%	3	30.0%
C. Union Catalog Available	0	0.0%	2	20.0%	2	20.0%	6	60.0%
D. Fed Maintains Processing Cntr	1	10.0%	2	20.0%	2	20.0%	5	50.0%
E. Catalog/Procsgng Responsblty	6	60.0%	1	10.0%	1	10.0%	2	20.0%
F. Prep Machine Readable Recs	4	40.0%	1	10.0%	1	10.0%	4	40.0%
G. Mntnce Machine Readable Recs	3	30.0%	1	10.0%	1	10.0%	5	50.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	7	70.0%	1	10.0%	0	0.0%	2	20.0%
B. Statewide Library Card	3	30.0%	1	10.0%	3	30.0%	3	30.0%
C. Reciprocal Borrowing	5	50.0%	1	10.0%	1	10.0%	3	30.0%
D. Reimbursement Local Libraries	6	60.0%	1	10.0%	1	10.0%	2	20.0%
E. Access Materials outside Mont	6	60.0%	1	10.0%	0	0.0%	3	30.0%
F. Access Materials w/Montana	8	80.0%	0	0.0%	0	0.0%	2	20.0%
G. Bibliographic Verification	1	10.0%	1	10.0%	4	40.0%	4	40.0%
H. Delivery Materials Efficient	4	40.0%	1	10.0%	1	10.0%	4	40.0%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	10	100.0%	0	0.0%	0	0.0%	0	0.0%
II. Insufficient Staff	6	60.0%	3	30.0%	0	0.0%	1	10.0%
III. Over-worked Staff	5	50.0%	3	30.0%	0	0.0%	2	20.0%
IV. Limited Continuing Educatn	8	80.0%	1	10.0%	0	0.0%	1	10.0%
V. Too Few Consultants	4	40.0%	3	30.0%	0	0.0%	3	30.0%
VI. Need Additional Materials	8	80.0%	1	10.0%	0	0.0%	1	10.0%
VII. Training for Trustees	6	60.0%	3	30.0%	0	0.0%	1	10.0%
VIII. Limited Access On-Line Cats	4	40.0%	2	20.0%	1	10.0%	3	30.0%
IX. Lack of Services/Programs	7	70.0%	1	10.0%	0	0.0%	2	20.0%
X. Srvc Demands Exceed Resrcs	4	40.0%	3	30.0%	0	0.0%	3	30.0%
XI. Limited Automated Database	5	50.0%	2	20.0%	0	0.0%	3	30.0%
XII. Lack of Technlgy Expertise	4	40.0%	3	30.0%	0	0.0%	3	30.0%
XIII. Under-developed Telecomm	3	30.0%	5	50.0%	0	0.0%	2	20.0%
XIV. Public Perception of Fed	3	30.0%	4	40.0%	1	10.0%	2	20.0%
XV. Competition Other Providers	0	0.0%	5	50.0%	3	30.0%	2	20.0%
XVI. Prof Libr Educ Unavailable	6	60.0%	2	20.0%	1	10.0%	1	10.0%
XVII. State Reprtg/Accountability	5	50.0%	2	20.0%	1	10.0%	2	20.0%
XVIII. Expand Membrshps All Types	1	10.0%	4	40.0%	3	30.0%	2	20.0%
XIX. Cultural Awareness	5	50.0%	4	40.0%	0	0.0%	1	10.0%

MONTANA LIBRARY FEDERATIONS STUDY

GREEN (Non Public Libraries) – All Federations Combined

Number Returned

35

Library Type	Spec	16	Acadm	9	Membr	3	8.6%	Friend	2	5.7%
	School	8	Tribal	2	Staff	2	5.7%	Other	27	77.1%
Tot Yrs Library Work	590.5	AVG	16.87	Board	1	2.9%		Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank
	0	5	7	3	9	11
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	3	6	1	11	14	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	2	3	4	8	13	5

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 - FEDERATION SERVICE and PROGRAMS

	<i>STRENGTH</i>		<i>WEAKNESS</i>		<i>VAL NEW SER</i>		<i>Blank</i>	
I. Direct User Services								
A. Reference Service	14	40.0%	3	8.6%	1	2.9%	17	48.6%
B. Bookmobile Service	3	8.6%	6	17.1%	2	5.7%	24	68.6%
C. Walk-in Access to HQ Library	10	28.6%	2	5.7%	2	5.7%	21	60.0%
D. Statewide Library Card	5	14.3%	1	2.9%	10	28.6%	19	54.3%
E. Books-By-Mail Service	7	20.0%	2	5.7%	5	14.3%	21	60.0%
F. Services - Visually Impaired	10	28.6%	2	5.7%	3	8.6%	20	57.1%
G. Services - Hearing Impaired	6	17.1%	4	11.4%	2	5.7%	23	65.7%
H. Other	0	0.0%	0	0.0%	0	0.0%	35	100.0%
II. Consulting Services								
A. Workshops for Library Staff	13	37.1%	2	5.7%	1	2.9%	19	54.3%
B. Continuing Education Seminars	8	22.9%	3	8.6%	1	2.9%	23	65.7%
C. Public Relations Training	5	14.3%	5	14.3%	2	5.7%	23	65.7%
D. Trustee Manual Preparation	4	11.4%	2	5.7%	1	2.9%	28	80.0%
E. Grantwriting	8	22.9%	2	5.7%	2	5.7%	23	65.7%
F. Visits from HQ Library Staff	3	8.6%	3	8.6%	1	2.9%	28	80.0%
III. Collection Management Services								
A. Reference Core Collection	10	28.6%	1	2.9%	1	2.9%	23	65.7%
B. Shared Media Materials	9	25.7%	4	11.4%	1	2.9%	21	60.0%
C. Shared Equipment	5	14.3%	4	11.4%	3	8.6%	23	65.7%
D. Rotating Book Collection	4	11.4%	1	2.9%	4	11.4%	26	74.3%
E. Outreach Materials	4	11.4%	3	8.6%	1	2.9%	27	77.1%
IV. Technical Services								
A. Cataloging of Materials	3	8.6%	3	8.6%	3	8.6%	26	74.3%
B. Processing of Materials	3	8.6%	3	8.6%	3	8.6%	26	74.3%
C. Collective Purchasing/Materials	3	8.6%	2	5.7%	4	11.4%	26	74.3%
V. Resource Sharing (ILL) Svcs								
A. Interlibrary Loan	17	48.6%	0	0.0%	1	2.9%	17	48.6%
B. Telephone Service for 'RUSHES'	11	31.4%	0	0.0%	1	2.9%	23	65.7%
C. LaserCat Access	13	37.1%	1	2.9%	1	2.9%	20	57.1%
D. Courier Delivery Service	1	2.9%	3	8.6%	5	14.3%	26	74.3%
VI. New Technologies / Automation								
A. Joint Planning Activities	5	14.3%	4	11.4%	2	5.7%	24	68.6%
B. Support of MOLE	1	2.9%	3	8.6%	3	8.6%	28	80.0%
C. Telecommunications	6	17.1%	3	8.6%	2	5.7%	24	68.6%
D. FAX Support	10	28.6%	2	5.7%	1	2.9%	22	62.9%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	3	8.6%	6	17.1%	5	14.3%	21	60.0%
B. Limited Representation	1	2.9%	9	25.7%	4	11.4%	21	60.0%
C. Coordinator is HQ Director	3	8.6%	4	11.4%	5	14.3%	23	65.7%
D. Current Geographic Boundaries	1	2.9%	3	8.6%	3	8.6%	28	80.0%
E. Participation on Committees	8	22.9%	1	2.9%	4	11.4%	22	62.9%
F. Discussion – Fed/Mmbr Boards	1	2.9%	2	5.7%	9	25.7%	23	65.7%
II. Organization								
A. Single-Type Membership	2	5.7%	6	17.1%	4	11.4%	23	65.7%
B. Voluntary Membership	5	14.3%	1	2.9%	7	20.0%	22	62.9%
C. Multi-Type Membership	4	11.4%	6	17.1%	3	8.6%	22	62.9%
D. Sharing from HQ Staff	7	20.0%	0	0.0%	6	17.1%	22	62.9%
E. Formal Mtngs/Mmbr Lbrns–Staff	7	20.0%	1	2.9%	4	11.4%	23	65.7%
F. Communicatn–Librns/Fed Coord	6	17.1%	2	5.7%	4	11.4%	23	65.7%
III. Administration								
A. Federation is Stable Element	8	22.9%	1	2.9%	3	8.6%	23	65.7%
B. Fed Efficient/Cost Effective	5	14.3%	2	5.7%	5	14.3%	23	65.7%
C. Federation Staff Capable	8	22.9%	1	2.9%	3	8.6%	23	65.7%
D. Consulting Srvc Adequate	2	5.7%	3	8.6%	5	14.3%	25	71.4%
E. Services Address Local Needs	5	14.3%	2	5.7%	5	14.3%	23	65.7%
F. Centralized Srvc Efficient	6	17.1%	0	0.0%	7	20.0%	22	62.9%
G. Fed Plan of Service Current	5	14.3%	0	0.0%	7	20.0%	23	65.7%
IV. Funding								
A. Financial Resources Adequate	1	2.9%	9	25.7%	3	8.6%	22	62.9%
B. Federation Solvency	4	11.4%	3	8.6%	4	11.4%	24	68.6%
C. State Aid Adequate	1	2.9%	9	25.7%	2	5.7%	23	65.7%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	9	25.7%	2	5.7%	24	68.6%
E. Fed Srvc Free to Mmbr Libr's	9	25.7%	0	0.0%	3	8.6%	23	65.7%
F. Non–Fed Libr's Pay for Srvc	1	2.9%	5	14.3%	6	17.1%	23	65.7%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	13	37.1%	4	11.4%	1	2.9%	17	48.6%
B. LaserCat Available	15	42.9%	3	8.6%	0	0.0%	17	48.6%
C. Union Catalog Available	2	5.7%	5	14.3%	8	22.9%	20	57.1%
D. Fed Maintains Processing Cntr	1	2.9%	4	11.4%	10	28.6%	20	57.1%
E. Catalog/Procssng Responsblty	4	11.4%	2	5.7%	9	25.7%	20	57.1%
F. Prep Machine Readable Recs	4	11.4%	4	11.4%	8	22.9%	19	54.3%
G. Mntnce Machine Readable Recs	6	17.1%	2	5.7%	8	22.9%	19	54.3%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	18	51.4%	0	0.0%	0	0.0%	17	48.6%
B. Statewide Library Card	4	11.4%	7	20.0%	6	17.1%	18	51.4%
C. Reciprocal Borrowing	12	34.3%	3	8.6%	3	8.6%	17	48.6%
D. Reimbursement Local Libraries	12	34.3%	2	5.7%	3	8.6%	18	51.4%
E. Access Materials outside Mont	14	40.0%	0	0.0%	3	8.6%	18	51.4%
F. Access Materials w/Montana	14	40.0%	1	2.9%	2	5.7%	18	51.4%
G. Bibliographic Verification	7	20.0%	2	5.7%	8	22.9%	18	51.4%
H. Delivery Materials Efficient	6	17.1%	6	17.1%	5	14.3%	18	51.4%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	20	57.1%	1	2.9%	1	2.9%	13	37.1%
II. Insufficient Staff	12	34.3%	5	14.3%	4	11.4%	14	40.0%
III. Over-worked Staff	9	25.7%	10	28.6%	1	2.9%	15	42.9%
IV. Limited Continuing Educatn	9	25.7%	6	17.1%	5	14.3%	15	42.9%
V. Too Few Consultants	4	11.4%	10	28.6%	6	17.1%	15	42.9%
VI. Need Additional Materials	15	42.9%	4	11.4%	1	2.9%	15	42.9%
VII. Training for Trustees	7	20.0%	10	28.6%	3	8.6%	15	42.9%
VIII. Limited Access On-Line Cats	15	42.9%	4	11.4%	2	5.7%	14	40.0%
IX. Lack of Services/Programs	5	14.3%	12	34.3%	3	8.6%	15	42.9%
X. Srvc Demands Exceed Resrcs	6	17.1%	11	31.4%	3	8.6%	15	42.9%
XI. Limited Automated Database	12	34.3%	6	17.1%	3	8.6%	14	40.0%
XII. Lack of Technlgy Expertise	13	37.1%	4	11.4%	3	8.6%	15	42.9%
XIII. Under-developed Telecomm	15	42.9%	4	11.4%	2	5.7%	14	40.0%
XIV. Public Perception of Fed	10	28.6%	8	22.9%	2	5.7%	15	42.9%
XV. Competition Other Providers	5	14.3%	7	20.0%	8	22.9%	15	42.9%
XVI. Prof Libr Educ Unavailable	13	37.1%	4	11.4%	4	11.4%	14	40.0%
XVII. State Reprtng/Accountability	6	17.1%	9	25.7%	6	17.1%	14	40.0%
XVIII. Expand Membrshps All Types	18	51.4%	3	8.6%	1	2.9%	13	37.1%
XIX. Cultural Awareness	6	17.1%	11	31.4%	3	8.6%	15	42.9%

MONTANA LIBRARY FEDERATIONS STUDY

GREEN (Non Public Libraries) – Broad Valleys

12

Number Returned

Library Type	7	Acadm	3	Membr	0	0.0%	Friend	1	8.3%
School	2	Tribal	0	Staff	0	0.0%	Other	11	91.7%
Tot Yrs Library Work	227	AVG	18.91	Board	0	0.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank
	0	2	0	1	4	5
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	2	2	0	3	5	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	1	0	2	3	5	1

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	3	25.0%	2	16.7%	0	0.0%	7	58.3%
B. Bookmobile Service	1	8.3%	2	16.7%	0	0.0%	9	75.0%
C. Walk-in Access to HQ Library	5	41.7%	0	0.0%	1	8.3%	6	50.0%
D. Statewide Library Card	1	8.3%	0	0.0%	3	25.0%	8	66.7%
E. Books-By-Mail Service	3	25.0%	0	0.0%	2	16.7%	7	58.3%
F. Services – Visually Impaired	4	33.3%	0	0.0%	1	8.3%	7	58.3%
G. Services – Hearing Impaired	3	25.0%	1	8.3%	0	0.0%	8	66.7%
H. Other	0	0.0%	0	0.0%	0	0.0%	12	100.0%
II. Consulting Services								
A. Workshops for Library Staff	3	25.0%	1	8.3%	0	0.0%	8	66.7%
B. Continuing Education Seminars	1	8.3%	2	16.7%	0	0.0%	9	75.0%
C. Public Relations Training	0	0.0%	3	25.0%	1	8.3%	8	66.7%
D. Trustee Manual Preparation	0	0.0%	0	0.0%	0	0.0%	12	100.0%
E. Grantwriting	0	0.0%	1	8.3%	1	8.3%	10	83.3%
F. Visits from HQ Library Staff	0	0.0%	1	8.3%	0	0.0%	11	91.7%
III. Collection Management Services								
A. Reference Core Collection	3	25.0%	0	0.0%	0	0.0%	9	75.0%
B. Shared Media Materials	3	25.0%	1	8.3%	0	0.0%	8	66.7%
C. Shared Equipment	2	16.7%	0	0.0%	1	8.3%	9	75.0%
D. Rotating Book Collection	1	8.3%	0	0.0%	1	8.3%	10	83.3%
E. Outreach Materials	2	16.7%	1	8.3%	0	0.0%	9	75.0%
IV. Technical Services								
A. Cataloging of Materials	0	0.0%	0	0.0%	1	8.3%	11	91.7%
B. Processing of Materials	0	0.0%	0	0.0%	1	8.3%	11	91.7%
C. Collective Purchsng/Materials	1	8.3%	1	8.3%	0	0.0%	10	83.3%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	4	33.3%	0	0.0%	0	0.0%	8	66.7%
B. Telephone Service for 'RUSHES'	2	16.7%	0	0.0%	0	0.0%	10	83.3%
C. LaserCat Access	4	33.3%	0	0.0%	0	0.0%	8	66.7%
D. Courier Delivery Service	0	0.0%	0	0.0%	1	8.3%	11	91.7%
VI. New Technologies / Automation								
A. Joint Planning Activities	0	0.0%	1	8.3%	0	0.0%	11	91.7%
B. Support of MOLE	0	0.0%	0	0.0%	1	8.3%	11	91.7%
C. Telecommunications	2	16.7%	1	8.3%	0	0.0%	9	75.0%
D. FAX Support	3	25.0%	0	0.0%	0	0.0%	9	75.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	2	16.7%	3	25.0%	0	0.0%	7	58.3%
B. Limited Representation	1	8.3%	3	25.0%	0	0.0%	8	66.7%
C. Coordinator is HQ Director	0	0.0%	3	25.0%	0	0.0%	9	75.0%
D. Current Geographic Boundaries	0	0.0%	0	0.0%	1	8.3%	11	91.7%
E. Participation on Committees	2	16.7%	0	0.0%	1	8.3%	9	75.0%
F. Discussion – Fed/Mmbr Boards	0	0.0%	1	8.3%	2	16.7%	9	75.0%
II. Organization								
A. Single-Type Membership	0	0.0%	3	25.0%	0	0.0%	9	75.0%
B. Voluntary Membership	2	16.7%	0	0.0%	1	8.3%	9	75.0%
C. Multi-Type Membership	1	8.3%	2	16.7%	1	8.3%	8	66.7%
D. Sharing from HQ Staff	2	16.7%	0	0.0%	1	8.3%	9	75.0%
E. Formal Mtngs/Mmbr Lbrns-Staff	2	16.7%	0	0.0%	1	8.3%	9	75.0%
F. Communicatn-Librns/Fed Coord	1	8.3%	1	8.3%	1	8.3%	9	75.0%
III. Administration								
A. Federation is Stable Element	2	16.7%	0	0.0%	1	8.3%	9	75.0%
B. Fed Efficient/Cost Effective	1	8.3%	1	8.3%	1	8.3%	9	75.0%
C. Federation Staff Capable	2	16.7%	0	0.0%	1	8.3%	9	75.0%
D. Consulting Srvcs Adequate	0	0.0%	1	8.3%	1	8.3%	10	83.3%
E. Services Address Local Needs	1	8.3%	1	8.3%	1	8.3%	9	75.0%
F. Centralized Srvcs Efficient	3	25.0%	0	0.0%	1	8.3%	8	66.7%
G. Fed Plan of Service Current	2	16.7%	0	0.0%	1	8.3%	9	75.0%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	2	16.7%	1	8.3%	9	75.0%
B. Federation Solvency	1	8.3%	0	0.0%	1	8.3%	10	83.3%
C. State Aid Adequate	0	0.0%	2	16.7%	0	0.0%	10	83.3%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	1	8.3%	1	8.3%	10	83.3%
E. Fed Srvcs Free to Mmbr Libr's	1	8.3%	0	0.0%	1	8.3%	10	83.3%
F. Non-Fed Libr's Pay for Srvcs	0	0.0%	0	0.0%	2	16.7%	10	83.3%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	4	33.3%	0	0.0%	1	8.3%	7	58.3%
B. LaserCat Available	4	33.3%	1	8.3%	0	0.0%	7	58.3%
C. Union Catalog Available	1	8.3%	0	0.0%	3	25.0%	8	66.7%
D. Fed Maintains Processing Cntr	0	0.0%	0	0.0%	4	33.3%	8	66.7%
E. Catalog/Procsssng Responsblty	0	0.0%	0	0.0%	4	33.3%	8	66.7%
F. Prep Machine Readable Recs	1	8.3%	1	8.3%	3	25.0%	7	58.3%
G. Mntnce Machine Readable Recs	2	16.7%	0	0.0%	3	25.0%	7	58.3%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	5	41.7%	0	0.0%	0	0.0%	7	58.3%
B. Statewide Library Card	1	8.3%	2	16.7%	2	16.7%	7	58.3%
C. Reciprocal Borrowing	3	25.0%	1	8.3%	1	8.3%	7	58.3%
D. Reimbursement Local Libraries	4	33.3%	0	0.0%	1	8.3%	7	58.3%
E. Access Materials outside Mont	3	25.0%	0	0.0%	1	8.3%	8	66.7%
F. Access Materials w/Montana	2	16.7%	1	8.3%	1	8.3%	8	66.7%
G. Bibliographic Verification	0	0.0%	1	8.3%	3	25.0%	8	66.7%
H. Delivery Materials Efficient	2	16.7%	0	0.0%	2	16.7%	8	66.7%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	6	50.0%	1	8.3%	1	8.3%	4	33.3%
II. Insufficient Staff	4	33.3%	1	8.3%	3	25.0%	4	33.3%
III. Over-worked Staff	2	16.7%	4	33.3%	1	8.3%	5	41.7%
IV. Limited Continuing Educatn	1	8.3%	2	16.7%	4	33.3%	5	41.7%
V. Too Few Consultants	3	25.0%	1	8.3%	3	25.0%	5	41.7%
VI. Need Additional Materials	4	33.3%	2	16.7%	1	8.3%	5	41.7%
VII. Training for Trustees	2	16.7%	4	33.3%	1	8.3%	5	41.7%
VIII. Limited Access On-Line Cats	5	41.7%	2	16.7%	1	8.3%	4	33.3%
IX. Lack of Services/Programs	1	8.3%	4	33.3%	2	16.7%	5	41.7%
X. Srvc Demands Exceed Resrcs	2	16.7%	4	33.3%	1	8.3%	5	41.7%
XI. Limited Automated Database	4	33.3%	2	16.7%	2	16.7%	4	33.3%
XII. Lack of Technlgy Expertise	4	33.3%	1	8.3%	2	16.7%	5	41.7%
XIII. Under-developed Telecomm	5	41.7%	2	16.7%	1	8.3%	4	33.3%
XIV. Public Perception of Fed	3	25.0%	3	25.0%	1	8.3%	5	41.7%
XV. Competition Other Providers	2	16.7%	2	16.7%	3	25.0%	5	41.7%
XVI. Prof Libr Educ Unavailable	4	33.3%	1	8.3%	3	25.0%	4	33.3%
XVII. State Reprtng/Accountability	3	25.0%	3	25.0%	2	16.7%	4	33.3%
XVIII. Expand Membrshps All Types	6	50.0%	0	0.0%	1	8.3%	5	41.7%
XIX. Cultural Awareness	4	33.3%	3	25.0%	0	0.0%	5	41.7%

MONTANA LIBRARY FEDERATIONS STUDY

GREEN (Non Public Libraries) – Golden Plains

1

GREEN (Non Public Libraries) – Golden Plains

Number Returned

Library Type	Speci	0	Acdmc	0	Membr	0	0.0%	Friend	0	0.0%
	Health	0	Tribal	1	Staff	0	0.0%	Other	1	*****
Tot Yrs Library Work	10	AVG	10		Board	0	0.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank					
	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank					
	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	*****	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank					
	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	*****	0

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 - FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Bookmobile Service	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Walk-in Access to HQ Library	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Statewide Library Card	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Books-By-Mail Service	0	0.0%	0	0.0%	0	0.0%	1	100.0%
F. Services - Visually Impaired	0	0.0%	0	0.0%	0	0.0%	1	100.0%
G. Services - Hearing Impaired	0	0.0%	0	0.0%	0	0.0%	1	100.0%
H. Other	0	0.0%	0	0.0%	0	0.0%	1	100.0%
II. Consulting Services								
A. Workshops for Library Staff	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Continuing Education Seminars	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Public Relations Training	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Trustee Manual Preparation	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Grantwriting	0	0.0%	0	0.0%	0	0.0%	1	100.0%
F. Visits from HQ Library Staff	0	0.0%	0	0.0%	0	0.0%	1	100.0%
III. Collection Management Services								
A. Reference Core Collection	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Shared Media Materials	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Shared Equipment	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Rotating Book Collection	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Outreach Materials	0	0.0%	0	0.0%	0	0.0%	1	100.0%
IV. Technical Services								
A. Cataloging of Materials	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Processing of Materials	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Collective Purchsng/Materials	0	0.0%	0	0.0%	0	0.0%	1	100.0%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Telephone Service for 'RUSHES'	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. LaserCat Access	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Courier Delivery Service	0	0.0%	0	0.0%	0	0.0%	1	100.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Support of MOLE	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Telecommunications	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. FAX Support	0	0.0%	0	0.0%	0	0.0%	1	100.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Limited Representation	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Coordinator is HQ Director	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Current Geographic Boundaries	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Participation on Committees	0	0.0%	0	0.0%	0	0.0%	1	100.0%
F. Discussion – Fed/Mmbr Boards	0	0.0%	0	0.0%	0	0.0%	1	100.0%
II. Organization								
A. Single-Type Membership	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Voluntary Membership	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Multi-Type Membership	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Sharing from HQ Staff	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Formal Mtngs/Mmbr Lbrns–Staff	0	0.0%	0	0.0%	0	0.0%	1	100.0%
F. Communicatn–Librns/Fed Coord	0	0.0%	0	0.0%	0	0.0%	1	100.0%
III. Administration								
A. Federation is Stable Element	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Fed Efficient/Cost Effective	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Federation Staff Capable	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Consulting Svcs Adequate	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Services Address Local Needs	0	0.0%	0	0.0%	0	0.0%	1	100.0%
F. Centralized Svcs Efficient	0	0.0%	0	0.0%	0	0.0%	1	100.0%
G. Fed Plan of Service Current	0	0.0%	0	0.0%	0	0.0%	1	100.0%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Federation Solvency	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. State Aid Adequate	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Fed Svcs Free to Mmbr Libr's	0	0.0%	0	0.0%	0	0.0%	1	100.0%
F. Non-Fed Libr's Pay for Svcs	0	0.0%	0	0.0%	0	0.0%	1	100.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. LaserCat Available	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Union Catalog Available	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Fed Maintains Processing Cntr	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Catalog/Procsssng Responsblty	0	0.0%	0	0.0%	0	0.0%	1	100.0%
F. Prep Machine Readable Recs	0	0.0%	0	0.0%	0	0.0%	1	100.0%
G. Mntnce Machine Readable Recs	0	0.0%	0	0.0%	0	0.0%	1	100.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	0	0.0%	0	0.0%	0	0.0%	1	100.0%
B. Statewide Library Card	0	0.0%	0	0.0%	0	0.0%	1	100.0%
C. Reciprocal Borrowing	0	0.0%	0	0.0%	0	0.0%	1	100.0%
D. Reimbursement Local Libraries	0	0.0%	0	0.0%	0	0.0%	1	100.0%
E. Access Materials outside Mont	0	0.0%	0	0.0%	0	0.0%	1	100.0%
F. Access Materials w/Montana	0	0.0%	0	0.0%	0	0.0%	1	100.0%
G. Bibliographic Verification	0	0.0%	0	0.0%	0	0.0%	1	100.0%
H. Delivery Materials Efficient	0	0.0%	0	0.0%	0	0.0%	1	100.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	0	0.0%	0	0.0%	0	0.0%	1	100.0%
II. Insufficient Staff	0	0.0%	0	0.0%	0	0.0%	1	100.0%
III. Over-worked Staff	0	0.0%	0	0.0%	0	0.0%	1	100.0%
IV. Limited Continuing Educatn	0	0.0%	0	0.0%	0	0.0%	1	100.0%
V. Too Few Consultants	0	0.0%	0	0.0%	0	0.0%	1	100.0%
VI. Need Additional Materials	0	0.0%	0	0.0%	0	0.0%	1	100.0%
VII. Training for Trustees	0	0.0%	0	0.0%	0	0.0%	1	100.0%
VIII. Limited Access On-Line Cats	0	0.0%	0	0.0%	0	0.0%	1	100.0%
IX. Lack of Services/Programs	0	0.0%	0	0.0%	0	0.0%	1	100.0%
X. Srvc Demands Exceed Resrcs	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XI. Limited Automated Database	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XII. Lack of Technlgy Expertise	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XIII. Under-developed Telecomm	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XIV. Public Perception of Fed	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XV. Competition Other Providers	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XVI. Prof Libr Educ Unavailable	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XVII. State Reprtg/Accountability	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XVIII. Expand Membrshps All Types	0	0.0%	0	0.0%	0	0.0%	1	100.0%
XIX. Cultural Awareness	0	0.0%	0	0.0%	0	0.0%	1	100.0%

MONTANA LIBRARY FEDERATIONS STUDY

GREEN (Non Public Libraries) – Pathfinder

4

Number Returned

Library Type	Specil School	2	Acadm Tribal	1	Membr Staff	0	0.0%	0	0.0%	Friend Other	0	0.0%
Tot Yrs Library Work	39	AVG	9.75	0	Board	0	0.0%	0	0.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank
	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 25.0%	2 50.0%
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	0 0.0%	0 0.0%	0 0.0%	1 25.0%	3 75.0%	0 0.0%
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	0 0.0%	0 0.0%	0 0.0%	2 50.0%	1 25.0%	1 25.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	2	50.0%	0	0.0%	0	0.0%	2	50.0%
B. Bookmobile Service	1	25.0%	0	0.0%	0	0.0%	3	75.0%
C. Walk-in Access to HQ Library	0	0.0%	0	0.0%	0	0.0%	4	100.0%
D. Statewide Library Card	1	25.0%	0	0.0%	0	0.0%	3	75.0%
E. Books-By-Mail Service	1	25.0%	0	0.0%	0	0.0%	3	75.0%
F. Services - Visually Impaired	1	25.0%	0	0.0%	0	0.0%	3	75.0%
G. Services - Hearing Impaired	1	25.0%	0	0.0%	0	0.0%	3	75.0%
H. Other	0	0.0%	0	0.0%	0	0.0%	4	100.0%
II. Consulting Services								
A. Workshops for Library Staff	2	50.0%	0	0.0%	0	0.0%	2	50.0%
B. Continuing Education Seminars	2	50.0%	0	0.0%	0	0.0%	2	50.0%
C. Public Relations Training	1	25.0%	0	0.0%	0	0.0%	3	75.0%
D. Trustee Manual Preparation	0	0.0%	0	0.0%	0	0.0%	4	100.0%
E. Grantwriting	2	50.0%	0	0.0%	0	0.0%	2	50.0%
F. Visits from HQ Library Staff	0	0.0%	0	0.0%	0	0.0%	4	100.0%
III. Collection Management Services								
A. Reference Core Collection	1	25.0%	0	0.0%	0	0.0%	3	75.0%
B. Shared Media Materials	2	50.0%	0	0.0%	0	0.0%	2	50.0%
C. Shared Equipment	1	25.0%	0	0.0%	0	0.0%	3	75.0%
D. Rotating Book Collection	0	0.0%	0	0.0%	0	0.0%	4	100.0%
E. Outreach Materials	0	0.0%	0	0.0%	0	0.0%	4	100.0%
IV. Technical Services								
A. Cataloging of Materials	0	0.0%	0	0.0%	0	0.0%	4	100.0%
B. Processing of Materials	0	0.0%	0	0.0%	0	0.0%	4	100.0%
C. Collective Purchasing/Materials	0	0.0%	0	0.0%	0	0.0%	4	100.0%
V. Resource Sharing (ILL) Svcs								
A. Interlibrary Loan	2	50.0%	0	0.0%	0	0.0%	2	50.0%
B. Telephone Service for 'RUSHES'	1	25.0%	0	0.0%	0	0.0%	3	75.0%
C. LaserCat Access	2	50.0%	0	0.0%	0	0.0%	2	50.0%
D. Courier Delivery Service	0	0.0%	0	0.0%	1	25.0%	3	75.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	0	0.0%	0	0.0%	1	25.0%	3	75.0%
B. Support of MOLE	0	0.0%	0	0.0%	0	0.0%	4	100.0%
C. Telecommunications	0	0.0%	0	0.0%	0	0.0%	4	100.0%
D. FAX Support	1	25.0%	0	0.0%	0	0.0%	3	75.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	0	0.0%	0	0.0%	1	25.0%	3	75.0%
B. Limited Representation	0	0.0%	0	0.0%	1	25.0%	3	75.0%
C. Coordinator is HQ Director	0	0.0%	0	0.0%	1	25.0%	3	75.0%
D. Current Geographic Boundaries	0	0.0%	0	0.0%	1	25.0%	3	75.0%
E. Participation on Committees	0	0.0%	0	0.0%	1	25.0%	3	75.0%
F. Discussion – Fed/Mmbr Boards	0	0.0%	0	0.0%	1	25.0%	3	75.0%
II. Organization								
A. Single-Type Membership	0	0.0%	0	0.0%	1	25.0%	3	75.0%
B. Voluntary Membership	0	0.0%	0	0.0%	1	25.0%	3	75.0%
C. Multi-Type Membership	0	0.0%	0	0.0%	1	25.0%	3	75.0%
D. Sharing from HQ Staff	0	0.0%	0	0.0%	1	25.0%	3	75.0%
E. Formal Mtngs/Mmbr Lbrns–Staff	0	0.0%	0	0.0%	1	25.0%	3	75.0%
F. Communicatn–Lbrns/Fed Coord	0	0.0%	0	0.0%	1	25.0%	3	75.0%
III. Administration								
A. Federation is Stable Element	0	0.0%	0	0.0%	1	25.0%	3	75.0%
B. Fed Efficient/Cost Effective	0	0.0%	0	0.0%	1	25.0%	3	75.0%
C. Federation Staff Capable	0	0.0%	0	0.0%	1	25.0%	3	75.0%
D. Consulting Svcs Adequate	0	0.0%	0	0.0%	1	25.0%	3	75.0%
E. Services Address Local Needs	0	0.0%	0	0.0%	1	25.0%	3	75.0%
F. Centralized Svcs Efficient	0	0.0%	0	0.0%	1	25.0%	3	75.0%
G. Fed Plan of Service Current	0	0.0%	0	0.0%	1	25.0%	3	75.0%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	1	25.0%	0	0.0%	3	75.0%
B. Federation Solvency	0	0.0%	0	0.0%	1	25.0%	3	75.0%
C. State Aid Adequate	0	0.0%	1	25.0%	0	0.0%	3	75.0%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	1	25.0%	0	0.0%	3	75.0%
E. Fed Svcs Free to Mmbr Libr's	1	25.0%	0	0.0%	0	0.0%	3	75.0%
F. Non–Fed Libr's Pay for Svcs	0	0.0%	0	0.0%	1	25.0%	3	75.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	2	50.0%	0	0.0%	0	0.0%	2	50.0%
B. LaserCat Available	2	50.0%	0	0.0%	0	0.0%	2	50.0%
C. Union Catalog Available	0	0.0%	0	0.0%	2	50.0%	2	50.0%
D. Fed Maintains Processing Cntr	0	0.0%	0	0.0%	2	50.0%	2	50.0%
E. Catalog/Procsgng Responsblty	0	0.0%	0	0.0%	2	50.0%	2	50.0%
F. Prep Machine Readable Recs	0	0.0%	0	0.0%	2	50.0%	2	50.0%
G. Mntnce Machine Readable Recs	0	0.0%	0	0.0%	2	50.0%	2	50.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	2	50.0%	0	0.0%	0	0.0%	2	50.0%
B. Statewide Library Card	1	25.0%	0	0.0%	1	25.0%	2	50.0%
C. Reciprocal Borrowing	2	50.0%	0	0.0%	0	0.0%	2	50.0%
D. Reimbursement Local Libraries	2	50.0%	0	0.0%	0	0.0%	2	50.0%
E. Access Materials outside Mont	2	50.0%	0	0.0%	0	0.0%	2	50.0%
F. Access Materials w/Montana	2	50.0%	0	0.0%	0	0.0%	2	50.0%
G. Bibliographic Verification	1	25.0%	0	0.0%	1	25.0%	2	50.0%
H. Delivery Materials Efficient	1	25.0%	1	25.0%	0	0.0%	2	50.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	2	50.0%	0	0.0%	0	0.0%	2	50.0%
II. Insufficient Staff	1	25.0%	1	25.0%	0	0.0%	2	50.0%
III. Over-worked Staff	1	25.0%	1	25.0%	0	0.0%	2	50.0%
IV. Limited Continuing Educatn	2	50.0%	0	0.0%	0	0.0%	2	50.0%
V. Too Few Consultants	0	0.0%	2	50.0%	0	0.0%	2	50.0%
VI. Need Additional Materials	2	50.0%	0	0.0%	0	0.0%	2	50.0%
VII. Training for Trustees	0	0.0%	2	50.0%	0	0.0%	2	50.0%
VIII. Limited Access On-Line Cats	1	25.0%	1	25.0%	0	0.0%	2	50.0%
IX. Lack of Services/Programs	1	25.0%	1	25.0%	0	0.0%	2	50.0%
X. Srvc Demands Exceed Resrcs	0	0.0%	2	50.0%	0	0.0%	2	50.0%
XI. Limited Automated Database	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XII. Lack of Technlgy Expertise	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XIII. Under-developed Telecomm	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XIV. Public Perception of Fed	1	25.0%	1	25.0%	0	0.0%	2	50.0%
XV. Competition Other Providers	0	0.0%	1	25.0%	1	25.0%	2	50.0%
XVI. Prof Libr Educ Unavailable	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XVII. State Reprtg/Accountability	0	0.0%	2	50.0%	0	0.0%	2	50.0%
XVIII. Expand Membrshps All Types	2	50.0%	0	0.0%	0	0.0%	2	50.0%
XIX. Cultural Awareness	1	25.0%	1	25.0%	0	0.0%	2	50.0%

MONTANA LIBRARY FEDERATIONS STUDY

GREEN (Non Public Libraries) - Sagebrush

4

Number Returned

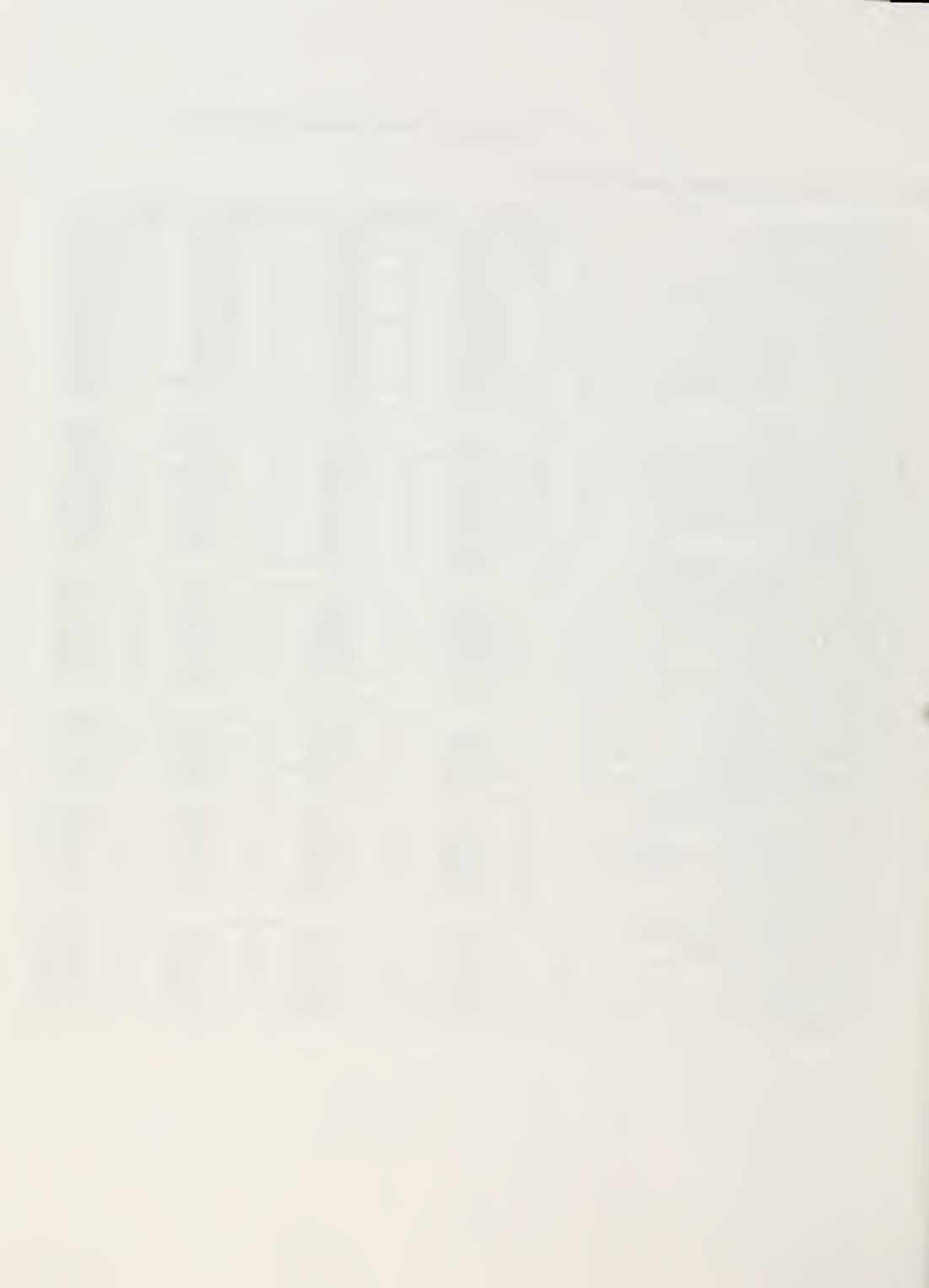
Library Type	Specil School	1	Acadm Tribal	1	Membr Staff	0	0.0%	0	0.0%	Friend Other	0	0.0%
Tot Yrs Library Work	61	AVG	15.25	0	Board	0	0.0%	0	0.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank
	0	2	1	1	0	0
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	0	2	0	2	0	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	0	1	1	1	0	1

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

	<i>STRENGTH</i>		<i>WEAKNESS</i>		<i>VAL NEW SER</i>		<i>Blank</i>	
I. Direct User Services								
A. Reference Service	3	75.0%	0	0.0%	0	0.0%	1	25.0%
B. Bookmobile Service	0	0.0%	0	0.0%	0	0.0%	4	100.0%
C. Walk-in Access to HQ Library	0	0.0%	0	0.0%	0	0.0%	4	100.0%
D. Statewide Library Card	1	25.0%	0	0.0%	0	0.0%	3	75.0%
E. Books–By–Mail Service	1	25.0%	0	0.0%	0	0.0%	3	75.0%
F. Services – Visually Impaired	3	75.0%	0	0.0%	0	0.0%	1	25.0%
G. Services – Hearing Impaired	1	25.0%	0	0.0%	0	0.0%	3	75.0%
H. Other	0	0.0%	0	0.0%	0	0.0%	4	100.0%
II. Consulting Services								
A. Workshops for Library Staff	2	50.0%	0	0.0%	0	0.0%	2	50.0%
B. Continuing Education Seminars	0	0.0%	0	0.0%	0	0.0%	4	100.0%
C. Public Relations Training	0	0.0%	0	0.0%	0	0.0%	4	100.0%
D. Trustee Manual Preparation	0	0.0%	0	0.0%	0	0.0%	4	100.0%
E. Grantwriting	1	25.0%	0	0.0%	0	0.0%	3	75.0%
F. Visits from HQ Library Staff	0	0.0%	0	0.0%	0	0.0%	4	100.0%
III. Collection Management Services								
A. Reference Core Collection	1	25.0%	0	0.0%	0	0.0%	3	75.0%
B. Shared Media Materials	1	25.0%	0	0.0%	0	0.0%	3	75.0%
C. Shared Equipment	1	25.0%	0	0.0%	0	0.0%	3	75.0%
D. Rotating Book Collection	0	0.0%	0	0.0%	0	0.0%	4	100.0%
E. Outreach Materials	0	0.0%	0	0.0%	0	0.0%	4	100.0%
IV. Technical Services								
A. Cataloging of Materials	1	25.0%	0	0.0%	0	0.0%	3	75.0%
B. Processing of Materials	1	25.0%	0	0.0%	0	0.0%	3	75.0%
C. Collective Purchsng/Materials	1	25.0%	0	0.0%	0	0.0%	3	75.0%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	3	75.0%	0	0.0%	0	0.0%	1	25.0%
B. Telephone Service for 'RUSHES'	1	25.0%	0	0.0%	0	0.0%	3	75.0%
C. LaserCat Access	2	50.0%	0	0.0%	0	0.0%	2	50.0%
D. Courier Delivery Service	0	0.0%	0	0.0%	0	0.0%	4	100.0%
VI. New Technologies / Automation								
A. Joint Planning Activities	1	25.0%	0	0.0%	0	0.0%	3	75.0%
B. Support of MOLE	0	0.0%	0	0.0%	0	0.0%	4	100.0%
C. Telecommunications	1	25.0%	0	0.0%	0	0.0%	3	75.0%
D. FAX Support	1	25.0%	0	0.0%	0	0.0%	3	75.0%



MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	0	0.0%	0	0.0%	1	25.0%	3	75.0%
B. Limited Representation	0	0.0%	1	25.0%	1	25.0%	2	50.0%
C. Coordinator is HQ Director	0	0.0%	0	0.0%	1	25.0%	3	75.0%
D. Current Geographic Boundaries	0	0.0%	0	0.0%	0	0.0%	4	100.0%
E. Participation on Committees	1	25.0%	0	0.0%	1	25.0%	2	50.0%
F. Discussion – Fed/Mmbr Boards	0	0.0%	0	0.0%	1	25.0%	3	75.0%
II. Organization								
A. Single-Type Membership	0	0.0%	0	0.0%	1	25.0%	3	75.0%
B. Voluntary Membership	1	25.0%	0	0.0%	1	25.0%	2	50.0%
C. Multi-Type Membership	0	0.0%	0	0.0%	1	25.0%	3	75.0%
D. Sharing from HQ Staff	1	25.0%	0	0.0%	1	25.0%	2	50.0%
E. Formal Mtngs/Mmbr Lbrns–Staff	0	0.0%	0	0.0%	1	25.0%	3	75.0%
F. Communicatn–Librns/Fed Coord	0	0.0%	0	0.0%	1	25.0%	3	75.0%
III. Administration								
A. Federation is Stable Element	1	25.0%	0	0.0%	0	0.0%	3	75.0%
B. Fed Efficient/Cost Effective	1	25.0%	0	0.0%	0	0.0%	3	75.0%
C. Federation Staff Capable	1	25.0%	0	0.0%	0	0.0%	3	75.0%
D. Consulting Svcs Adequate	0	0.0%	0	0.0%	0	0.0%	4	100.0%
E. Services Address Local Needs	1	25.0%	0	0.0%	0	0.0%	3	75.0%
F. Centralized Svcs Efficient	0	0.0%	0	0.0%	1	25.0%	3	75.0%
G. Fed Plan of Service Current	0	0.0%	0	0.0%	1	25.0%	3	75.0%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	1	25.0%	1	25.0%	2	50.0%
B. Federation Solvency	0	0.0%	0	0.0%	1	25.0%	3	75.0%
C. State Aid Adequate	0	0.0%	1	25.0%	1	25.0%	2	50.0%
D. Coal Sevrvnce Tax Rev Adequate	0	0.0%	1	25.0%	1	25.0%	2	50.0%
E. Fed Svcs Free to Mmbr Libr's	2	50.0%	0	0.0%	0	0.0%	2	50.0%
F. Non–Fed Libr's Pay for Svcs	0	0.0%	1	25.0%	1	25.0%	2	50.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

	STRENGTH		WEAKNESS		NO OPINION		Blank	
I. Bibliographic Database								
A. WLN Access Available	2	50.0%	1	25.0%	0	0.0%	1	25.0%
B. LaserCat Available	2	50.0%	1	25.0%	0	0.0%	1	25.0%
C. Union Catalog Available	0	0.0%	1	25.0%	1	25.0%	2	50.0%
D. Fed Maintains Processing Cntr	0	0.0%	0	0.0%	2	50.0%	2	50.0%
E. Catalog/Procssng Responsblty	0	0.0%	0	0.0%	2	50.0%	2	50.0%
F. Prep Machine Readable Recs	0	0.0%	0	0.0%	2	50.0%	2	50.0%
G. Mntnce Machine Readable Recs	0	0.0%	0	0.0%	2	50.0%	2	50.0%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	3	75.0%	0	0.0%	0	0.0%	1	25.0%
B. Statewide Library Card	0	0.0%	0	0.0%	2	50.0%	2	50.0%
C. Reciprocal Borrowing	1	25.0%	0	0.0%	2	50.0%	1	25.0%
D. Reimbursement Local Libraries	1	25.0%	0	0.0%	1	25.0%	2	50.0%
E. Access Materials outside Mont	2	50.0%	0	0.0%	1	25.0%	1	25.0%
F. Access Materials w/Montana	2	50.0%	0	0.0%	1	25.0%	1	25.0%
G. Bibliographic Verification	1	25.0%	0	0.0%	2	50.0%	1	25.0%
H. Delivery Materials Efficient	0	0.0%	1	25.0%	2	50.0%	1	25.0%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	3	75.0%	0	0.0%	0	0.0%	1	25.0%
II. Insufficient Staff	1	25.0%	2	50.0%	0	0.0%	1	25.0%
III. Over-worked Staff	1	25.0%	2	50.0%	0	0.0%	1	25.0%
IV. Limited Continuing Educatn	2	50.0%	1	25.0%	0	0.0%	1	25.0%
V. Too Few Consultants	0	0.0%	3	75.0%	0	0.0%	1	25.0%
VI. Need Additional Materials	1	25.0%	2	50.0%	0	0.0%	1	25.0%
VII. Training for Trustees	2	50.0%	1	25.0%	0	0.0%	1	25.0%
VIII. Limited Access On-Line Cats	2	50.0%	1	25.0%	0	0.0%	1	25.0%
IX. Lack of Services/Programs	0	0.0%	3	75.0%	0	0.0%	1	25.0%
X. Srvc Demands Exceed Resrcs	1	25.0%	2	50.0%	0	0.0%	1	25.0%
XI. Limited Automated Database	1	25.0%	2	50.0%	0	0.0%	1	25.0%
XII. Lack of Technlgy Expertise	2	50.0%	1	25.0%	0	0.0%	1	25.0%
XIII. Under-developed Telecomm	2	50.0%	1	25.0%	0	0.0%	1	25.0%
XIV. Public Perception of Fed	1	25.0%	2	50.0%	0	0.0%	1	25.0%
XV. Competition Other Providers	0	0.0%	2	50.0%	1	25.0%	1	25.0%
XVI. Prof Libr Educ Unavailable	3	75.0%	0	0.0%	0	0.0%	1	25.0%
XVII. State Reprtg/Accountability	1	25.0%	2	50.0%	0	0.0%	1	25.0%
XVIII. Expand Membrshps All Types	1	25.0%	2	50.0%	0	0.0%	1	25.0%
XIX. Cultural Awareness	0	0.0%	3	75.0%	0	0.0%	1	25.0%

MONTANA LIBRARY FEDERATIONS STUDY

GREEN (Non Public Libraries) – South Central

7

Number Returned

Library Type	Spec School	3 2	Acadm Tribal	2 0	Membr Staff	1 1	14.3% 14.3%	Friend Other	0 4	0.0% 57.1%
Tot Yrs Library Work	136	AVG	19.42	1	14.3%	0	0.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	Very	Satisfactory	Somewhat	Not	Blank
	0	1	2	1	2	1
Knowledgeable of Fed	Fully	Well	Informed	Somewhat	Not	Blank
	1	1	1	2	2	0
Importance of Federation	Extremely	Very	Important	Somewhat	Not	Blank
	1	1	0	1	4	0

MONTANA LIBRARY FEDERATIONS STUDY

GREEN (Non Public Libraries) – South Central

7

Number Returned

Library Type	Spec School	3	Acadm Tribal	2	Membr Staff Board	2	0	1	1	1	14.3%	14.3%	14.3%	Friend Other Blank	0	4	0	0.0%	57.1%	0.0%
Tot Yrs Library Work	136	AVG	19.42																	

Level of Satisfaction	Extremely	0	0.0%	Very	1	14.3%	Satisfactory	2	28.6%	Somewhat	1	14.3%	Not	2	28.6%	Blank	1	14.3%
	Fully	1	14.3%	Well	1	14.3%	Informed	1	14.3%	Somewhat	2	28.6%	Not	2	28.6%	Blank	0	0.0%
Importance of Federation	Extremely	1	14.3%	Very	1	14.3%	Important	0	0.0%	Somewhat	1	14.3%	Not	4	57.1%	Blank	0	0.0%
	Fully	1	14.3%	Well	1	14.3%	Informed	1	14.3%	Somewhat	2	28.6%	Not	2	28.6%	Blank	0	0.0%

MONTANA LIBRARY FEDERATIONS STUDY

Page 2 – FEDERATION SERVICE and PROGRAMS

	<i>STRENGTH</i>		<i>WEAKNESS</i>		<i>VAL NEW SER</i>		<i>Blank</i>	
I. Direct User Services								
A. Reference Service	4	57.1%	0	0.0%	0	0.0%	3	42.9%
B. Bookmobile Service	1	14.3%	2	28.6%	0	0.0%	4	57.1%
C. Walk-in Access to HQ Library	2	28.6%	2	28.6%	0	0.0%	3	42.9%
D. Statewide Library Card	0	0.0%	0	0.0%	4	57.1%	3	42.9%
E. Books–By–Mail Service	1	14.3%	1	14.3%	2	28.6%	3	42.9%
F. Services – Visually Impaired	1	14.3%	1	14.3%	1	14.3%	4	57.1%
G. Services – Hearing Impaired	0	0.0%	2	28.6%	1	14.3%	4	57.1%
H. Other	0	0.0%	0	0.0%	0	0.0%	7	100.0%
II. Consulting Services								
A. Workshops for Library Staff	4	57.1%	0	0.0%	0	0.0%	3	42.9%
B. Continuing Education Seminars	3	42.9%	0	0.0%	0	0.0%	4	57.1%
C. Public Relations Training	2	28.6%	1	14.3%	0	0.0%	4	57.1%
D. Trustee Manual Preparation	2	28.6%	1	14.3%	0	0.0%	4	57.1%
E. Grantwriting	3	42.9%	0	0.0%	0	0.0%	4	57.1%
F. Visits from HQ Library Staff	2	28.6%	1	14.3%	0	0.0%	4	57.1%
III. Collection Management Services								
A. Reference Core Collection	3	42.9%	0	0.0%	0	0.0%	4	57.1%
B. Shared Media Materials	2	28.6%	1	14.3%	0	0.0%	4	57.1%
C. Shared Equipment	0	0.0%	2	28.6%	1	14.3%	4	57.1%
D. Rotating Book Collection	2	28.6%	0	0.0%	2	28.6%	3	42.9%
E. Outreach Materials	1	14.3%	1	14.3%	0	0.0%	5	71.4%
IV. Technical Services								
A. Cataloging of Materials	0	0.0%	2	28.6%	1	14.3%	4	57.1%
B. Processing of Materials	0	0.0%	2	28.6%	1	14.3%	4	57.1%
C. Collective Purchasing/Materials	0	0.0%	1	14.3%	2	28.6%	4	57.1%
V. Resource Sharing (ILL) Srvc								
A. Interlibrary Loan	4	57.1%	0	0.0%	0	0.0%	3	42.9%
B. Telephone Service for 'RUSHES'	3	42.9%	0	0.0%	0	0.0%	4	57.1%
C. LaserCat Access	3	42.9%	0	0.0%	0	0.0%	4	57.1%
D. Courier Delivery Service	0	0.0%	2	28.6%	1	14.3%	4	57.1%
VI. New Technologies / Automation								
A. Joint Planning Activities	2	28.6%	1	14.3%	0	0.0%	4	57.1%
B. Support of MOLE	0	0.0%	2	28.6%	1	14.3%	4	57.1%
C. Telecommunications	1	14.3%	2	28.6%	0	0.0%	4	57.1%
D. FAX Support	1	14.3%	2	28.6%	0	0.0%	4	57.1%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

	STRENGTH		WEAKNESS		NO OPINION		Blank	
I. Governance								
A. Advisory Board of Trustees	0	0.0%	2	28.6%	1	14.3%	4	57.1%
B. Limited Representation	0	0.0%	2	28.6%	1	14.3%	4	57.1%
C. Coordinator is HQ Director	2	28.6%	0	0.0%	1	14.3%	4	57.1%
D. Current Geographic Boundaries	0	0.0%	3	42.9%	0	0.0%	4	57.1%
E. Participation on Committees	2	28.6%	0	0.0%	1	14.3%	4	57.1%
F. Discussion – Fed/Mmbr Boards	0	0.0%	1	14.3%	2	28.6%	4	57.1%
II. Organization								
A. Single-Type Membership	0	0.0%	2	28.6%	1	14.3%	4	57.1%
B. Voluntary Membership	0	0.0%	1	14.3%	2	28.6%	4	57.1%
C. Multi-Type Membership	0	0.0%	3	42.9%	0	0.0%	4	57.1%
D. Sharing from HQ Staff	2	28.6%	0	0.0%	1	14.3%	4	57.1%
E. Formal Mtngs/Mmbr Lbrns–Staff	2	28.6%	0	0.0%	1	14.3%	4	57.1%
F. Communicatn–Lbrns/Fed Coord	2	28.6%	0	0.0%	1	14.3%	4	57.1%
III. Administration								
A. Federation is Stable Element	3	42.9%	0	0.0%	0	0.0%	4	57.1%
B. Fed Efficient/Cost Effective	2	28.6%	0	0.0%	1	14.3%	4	57.1%
C. Federation Staff Capable	3	42.9%	0	0.0%	0	0.0%	4	57.1%
D. Consulting Srvcs Adequate	1	14.3%	1	14.3%	1	14.3%	4	57.1%
E. Services Address Local Needs	2	28.6%	0	0.0%	1	14.3%	4	57.1%
F. Centralized Srvcs Efficient	1	14.3%	0	0.0%	2	28.6%	4	57.1%
G. Fed Plan of Service Current	2	28.6%	0	0.0%	1	14.3%	4	57.1%
IV. Funding								
A. Financial Resources Adequate	0	0.0%	3	42.9%	0	0.0%	4	57.1%
B. Federation Solvency	1	14.3%	1	14.3%	1	14.3%	4	57.1%
C. State Aid Adequate	1	14.3%	2	28.6%	0	0.0%	4	57.1%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	3	42.9%	0	0.0%	4	57.1%
E. Fed Srvcs Free to Mmbr Libr’s	2	28.6%	0	0.0%	1	14.3%	4	57.1%
F. Non–Fed Libr’s Pay for Srvcs	0	0.0%	2	28.6%	1	14.3%	4	57.1%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	2	28.6%	2	28.6%	0	0.0%	3	42.9%
B. LaserCat Available	4	57.1%	0	0.0%	0	0.0%	3	42.9%
C. Union Catalog Available	0	0.0%	2	28.6%	1	14.3%	4	57.1%
D. Fed Maintains Processing Cntr	0	0.0%	2	28.6%	1	14.3%	4	57.1%
E. Catalog/Procsssng Responsblty	2	28.6%	1	14.3%	0	0.0%	4	57.1%
F. Prep Machine Readable Recs	1	14.3%	1	14.3%	1	14.3%	4	57.1%
G. Mntnce Machine Readable Recs	2	28.6%	0	0.0%	1	14.3%	4	57.1%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	4	57.1%	0	0.0%	0	0.0%	3	42.9%
B. Statewide Library Card	0	0.0%	4	57.1%	0	0.0%	3	42.9%
C. Reciprocal Borrowing	3	42.9%	1	14.3%	0	0.0%	3	42.9%
D. Reimbursement Local Libraries	2	28.6%	1	14.3%	1	14.3%	3	42.9%
E. Access Materials outside Mont	4	57.1%	0	0.0%	0	0.0%	3	42.9%
F. Access Materials w/Montana	4	57.1%	0	0.0%	0	0.0%	3	42.9%
G. Bibliographic Verification	4	57.1%	0	0.0%	0	0.0%	3	42.9%
H. Delivery Materials Efficient	1	14.3%	3	42.9%	0	0.0%	3	42.9%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	4	57.1%	0	0.0%	0	0.0%	3	42.9%
II. Insufficient Staff	2	28.6%	1	14.3%	0	0.0%	4	57.1%
III. Over-worked Staff	2	28.6%	1	14.3%	0	0.0%	4	57.1%
IV. Limited Continuing Educatn	2	28.6%	1	14.3%	0	0.0%	4	57.1%
V. Too Few Consultants	0	0.0%	1	14.3%	2	28.6%	4	57.1%
VI. Need Additional Materials	3	42.9%	0	0.0%	0	0.0%	4	57.1%
VII. Training for Trustees	2	28.6%	1	14.3%	0	0.0%	4	57.1%
VIII. Limited Access On-Line Cats	2	28.6%	0	0.0%	1	14.3%	4	57.1%
IX. Lack of Services/Programs	1	14.3%	1	14.3%	1	14.3%	4	57.1%
X. Srvc Demands Exceed Resrcs	1	14.3%	1	14.3%	1	14.3%	4	57.1%
XI. Limited Automated Database	2	28.6%	0	0.0%	1	14.3%	4	57.1%
XII. Lack of Technlgy Expertise	1	14.3%	1	14.3%	1	14.3%	4	57.1%
XIII. Under-developed Telecomm	2	28.6%	1	14.3%	0	0.0%	4	57.1%
XIV. Public Perception of Fed	2	28.6%	0	0.0%	1	14.3%	4	57.1%
XV. Competition Other Providers	1	14.3%	0	0.0%	2	28.6%	4	57.1%
XVI. Prof Libr Educ Unavailable	3	42.9%	0	0.0%	0	0.0%	4	57.1%
XVII. State Reprtg/Accountability	0	0.0%	1	14.3%	2	28.6%	4	57.1%
XVIII. Expand Membrshps All Types	5	71.4%	0	0.0%	0	0.0%	2	28.6%
XIX. Cultural Awareness	0	0.0%	2	28.6%	1	14.3%	4	57.1%

MONTANA LIBRARY FEDERATIONS STUDY

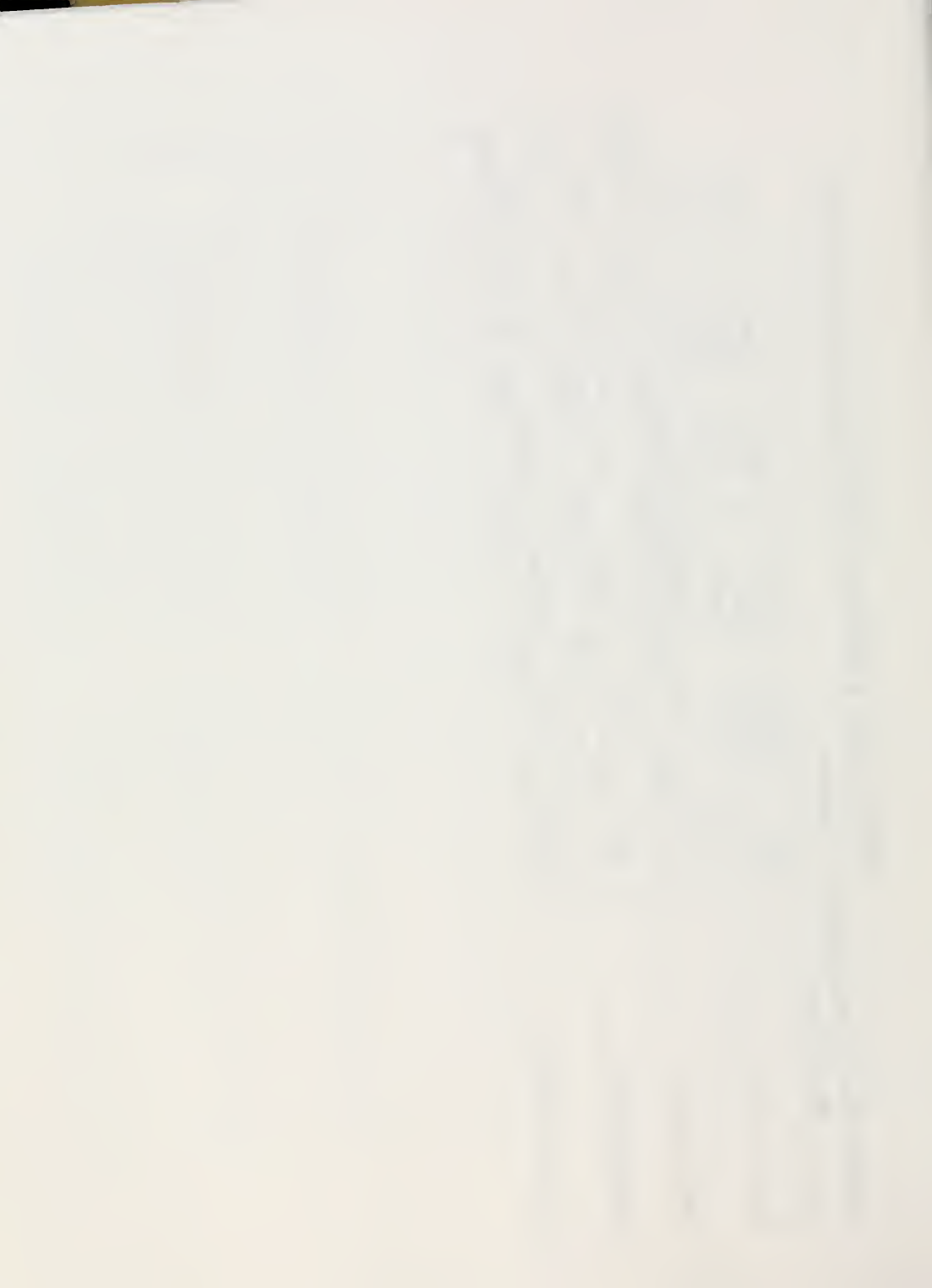
GREEN (Non Public Libraries) - Tamarack

7

Number Returned

Library Type	Spec School	3	Academic	2	Member	2	28.6%	Friend	1	14.3%
		1	Tribal	1	Staff	0	0.0%	Other	4	57.1%
Tot Yrs Library Work	117.5	AVG	16.78	Board	0	0.0%	0.0%	Blank	0	0.0%

Level of Satisfaction	Extremely	0	0.0%	Very	0	0.0%	Satisfactory	2	28.6%	Somewhat	0	0.0%	Not	2	28.6%	Blank	3	42.9%
Knowledgeable of Fed	Fully	0	0.0%	Well	1	14.3%	Informed	0	0.0%	Somewhat	3	42.9%	Not	3	42.9%	Blank	0	0.0%
	Extremely	0	0.0%	Very	1	14.3%	Important	1	14.3%	Somewhat	1	14.3%	Not	2	28.6%	Blank	2	28.6%



MONTANA LIBRARY FEDERATIONS STUDY

Page 2 - FEDERATION SERVICE and PROGRAMS

I. Direct User Services	STRENGTH		WEAKNESS		VAL NEW SER		Blank	
A. Reference Service	2	28.6%	1	14.3%	1	14.3%	3	42.9%
B. Bookmobile Service	0	0.0%	2	28.6%	2	28.6%	3	42.9%
C. Walk-in Access to HQ Library	3	42.9%	0	0.0%	1	14.3%	3	42.9%
D. Statewide Library Card	2	28.6%	1	14.3%	3	42.9%	1	14.3%
E. Books-By-Mail Service	1	14.3%	1	14.3%	1	14.3%	4	57.1%
F. Services - Visually Impaired	1	14.3%	1	14.3%	1	14.3%	4	57.1%
G. Services - Hearing Impaired	1	14.3%	1	14.3%	1	14.3%	4	57.1%
H. Other	0	0.0%	0	0.0%	0	0.0%	7	100.0%
II. Consulting Services								
A. Workshops for Library Staff	2	28.6%	1	14.3%	1	14.3%	3	42.9%
B. Continuing Education Seminars	2	28.6%	1	14.3%	1	14.3%	3	42.9%
C. Public Relations Training	2	28.6%	1	14.3%	1	14.3%	3	42.9%
D. Trustee Manual Preparation	2	28.6%	1	14.3%	1	14.3%	3	42.9%
E. Grantwriting	2	28.6%	1	14.3%	1	14.3%	3	42.9%
F. Visits from HQ Library Staff	1	14.3%	1	14.3%	1	14.3%	4	57.1%
III. Collection Management Services								
A. Reference Core Collection	2	28.6%	1	14.3%	1	14.3%	3	42.9%
B. Shared Media Materials	1	14.3%	2	28.6%	1	14.3%	3	42.9%
C. Shared Equipment	1	14.3%	2	28.6%	1	14.3%	3	42.9%
D. Rotating Book Collection	1	14.3%	1	14.3%	1	14.3%	4	57.1%
E. Outreach Materials	1	14.3%	1	14.3%	1	14.3%	4	57.1%
IV. Technical Services								
A. Cataloging of Materials	2	28.6%	1	14.3%	1	14.3%	3	42.9%
B. Processing of Materials	2	28.6%	1	14.3%	1	14.3%	3	42.9%
C. Collective Purchsng/Materials	1	14.3%	0	0.0%	2	28.6%	4	57.1%
V. Resource Sharing (ILL) Srvcs								
A. Interlibrary Loan	4	57.1%	0	0.0%	1	14.3%	2	28.6%
B. Telephone Service for 'RUSHES'	4	57.1%	0	0.0%	1	14.3%	2	28.6%
C. LaserCat Access	2	28.6%	1	14.3%	1	14.3%	3	42.9%
D. Courier Delivery Service	1	14.3%	1	14.3%	2	28.6%	3	42.9%
VI. New Technologies / Automation								
A. Joint Planning Activities	2	28.6%	2	28.6%	1	14.3%	2	28.6%
B. Support of MOLE	1	14.3%	1	14.3%	1	14.3%	4	57.1%
C. Telecommunications	2	28.6%	0	0.0%	2	28.6%	3	42.9%
D. FAX Support	4	57.1%	0	0.0%	1	14.3%	2	28.6%

MONTANA LIBRARY FEDERATIONS STUDY

Page 3 – FEDERATION GOVERNANCE, ORGANIZATION & ADMINISTRATION

I. Governance	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. Advisory Board of Trustees	1	14.3%	1	14.3%	2	28.6%	3	42.9%
B. Limited Representation	0	0.0%	3	42.9%	1	14.3%	3	42.9%
C. Coordinator is HQ Director	1	14.3%	1	14.3%	2	28.6%	3	42.9%
D. Current Geographic Boundaries	1	14.3%	0	0.0%	1	14.3%	5	71.4%
E. Participation on Committees	3	42.9%	1	14.3%	0	0.0%	3	42.9%
F. Discussion – Fed/Mmbr Boards	1	14.3%	0	0.0%	3	42.9%	3	42.9%
II. Organization								
A. Single-Type Membership	2	28.6%	1	14.3%	1	14.3%	3	42.9%
B. Voluntary Membership	2	28.6%	0	0.0%	2	28.6%	3	42.9%
C. Multi-Type Membership	3	42.9%	1	14.3%	0	0.0%	3	42.9%
D. Sharing from HQ Staff	2	28.6%	0	0.0%	2	28.6%	3	42.9%
E. Formal Mtngs/Mmbr Lbrns–Staff	3	42.9%	1	14.3%	0	0.0%	3	42.9%
F. Communicatn–Librns/Fed Coord	3	42.9%	1	14.3%	0	0.0%	3	42.9%
III. Administration								
A. Federation is Stable Element	2	28.6%	1	14.3%	1	14.3%	3	42.9%
B. Fed Efficient/Cost Effective	1	14.3%	1	14.3%	2	28.6%	3	42.9%
C. Federation Staff Capable	2	28.6%	1	14.3%	1	14.3%	3	42.9%
D. Consulting Srvcs Adequate	1	14.3%	1	14.3%	2	28.6%	3	42.9%
E. Services Address Local Needs	1	14.3%	1	14.3%	2	28.6%	3	42.9%
F. Centralized Srvcs Efficient	2	28.6%	0	0.0%	2	28.6%	3	42.9%
G. Fed Plan of Service Current	1	14.3%	0	0.0%	3	42.9%	3	42.9%
IV. Funding								
A. Financial Resources Adequate	1	14.3%	2	28.6%	1	14.3%	3	42.9%
B. Federation Solvency	2	28.6%	2	28.6%	0	0.0%	3	42.9%
C. State Aid Adequate	0	0.0%	3	42.9%	1	14.3%	3	42.9%
D. Coal Sevrnce Tax Rev Adequate	0	0.0%	3	42.9%	0	0.0%	4	57.1%
E. Fed Srvcs Free to Mmbr Libr's	3	42.9%	0	0.0%	1	14.3%	3	42.9%
F. Non–Fed Libr's Pay for Srvcs	1	14.3%	2	28.6%	1	14.3%	3	42.9%

MONTANA LIBRARY FEDERATIONS STUDY

Page 4 – BIBLIOGRAPHIC DATABASE DEVELOPMENT and RESOURCE SHARING

I. Bibliographic Database	STRENGTH		WEAKNESS		NO OPINION		Blank	
A. WLN Access Available	3	42.9%	1	14.3%	0	0.0%	3	42.9%
B. LaserCat Available	3	42.9%	1	14.3%	0	0.0%	3	42.9%
C. Union Catalog Available	1	14.3%	2	28.6%	1	14.3%	3	42.9%
D. Fed Maintains Processing Cntr	1	14.3%	2	28.6%	1	14.3%	3	42.9%
E. Catalog/Procssng Responsblty	2	28.6%	1	14.3%	1	14.3%	3	42.9%
F. Prep Machine Readable Recs	2	28.6%	2	28.6%	0	0.0%	3	42.9%
G. Mntnce Machine Readable Recs	2	28.6%	2	28.6%	0	0.0%	3	42.9%
II. Resource Sharing (ILL)								
A. Interlibrary Loan Available	4	57.1%	0	0.0%	0	0.0%	3	42.9%
B. Statewide Library Card	2	28.6%	1	14.3%	1	14.3%	3	42.9%
C. Reciprocal Borrowing	3	42.9%	1	14.3%	0	0.0%	3	42.9%
D. Reimbursement Local Libraries	3	42.9%	1	14.3%	0	0.0%	3	42.9%
E. Access Materials outside Mont	3	42.9%	0	0.0%	1	14.3%	3	42.9%
F. Access Materials w/Montana	4	57.1%	0	0.0%	0	0.0%	3	42.9%
G. Bibliographic Verification	1	14.3%	1	14.3%	2	28.6%	3	42.9%
H. Delivery Materials Efficient	2	28.6%	1	14.3%	1	14.3%	3	42.9%

Page 5 – ISSUES FACING MONTANA LIBRARY FEDERATIONS

	VERY IMPORT		NO OPINION		NOT IMPORTA		Blank	
I. Inadequate Funding	5	71.4%	0	0.0%	0	0.0%	2	28.6%
II. Insufficient Staff	4	57.1%	0	0.0%	1	14.3%	2	28.6%
III. Over-worked Staff	3	42.9%	2	28.6%	0	0.0%	2	28.6%
IV. Limited Continuing Educatn	2	28.6%	2	28.6%	1	14.3%	2	28.6%
V. Too Few Consultants	1	14.3%	3	42.9%	1	14.3%	2	28.6%
VI. Need Additional Materials	5	71.4%	0	0.0%	0	0.0%	2	28.6%
VII. Training for Trustees	1	14.3%	2	28.6%	2	28.6%	2	28.6%
VIII. Limited Access On-Line Cats	5	71.4%	0	0.0%	0	0.0%	2	28.6%
IX. Lack of Services/Programs	2	28.6%	3	42.9%	0	0.0%	2	28.6%
X. Svc Demands Exceed Resrcs	2	28.6%	2	28.6%	1	14.3%	2	28.6%
XI. Limited Automated Database	3	42.9%	2	28.6%	0	0.0%	2	28.6%
XII. Lack of Technlgy Expertise	4	57.1%	1	14.3%	0	0.0%	2	28.6%
XIII. Under-developed Telecomm	4	57.1%	0	0.0%	1	14.3%	2	28.6%
XIV. Public Perception of Fed	3	42.9%	2	28.6%	0	0.0%	2	28.6%
XV. Competition Other Providers	2	28.6%	2	28.6%	1	14.3%	2	28.6%
XVI. Prof Libr Educ Unavailable	1	14.3%	3	42.9%	1	14.3%	2	28.6%
XVII. State Reprtng/Accountability	2	28.6%	1	14.3%	2	28.6%	2	28.6%
XVIII. Expand Membrshps All Types	4	57.1%	1	14.3%	0	0.0%	2	28.6%
XIX. Cultural Awareness	1	14.3%	2	28.6%	2	28.6%	2	28.6%

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C

OPEN-ENDED QUESTION RESPONSES and COMMENTS

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

Please describe your level of satisfaction with Federation services:

BROAD VALLEYS Federation - Public Libraries

Federation Staff (and Lewis & Clark staff) are always available for any questions we have.

Compared to libraries without federations this is the best of all library worlds.

We don't feel we learn any new information.

Not enough money to do what needs to be done. Library development not happening.

We choose our plan of service. To my mind it is very well followed.

Services very different federation to federation and in some ways very dependent on the coordinators personality, point of view, etc.

Federations divided public libraries into workable units. The main thrust at the inception was to provide help in the area of inter-library loan. Small libraries were unable to purchase adequate reference books and were unable to purchase books to satisfy the public.

BROAD VALLEYS Federation - Other Libraries

Not being a member library we cannot participate in Federation system.

I have little or no knowledge of Federation activities. I have never received notification of meetings.

Special libraries are not included in Federation membership or services.

If I knew what they were I'd tell you.

Special libraries are not directly related to federations or served by them.

GOLDEN PLAINS Federation - Public Libraries

Rural Montana needs the Federation as an educational tool.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

Please describe your level of satisfaction with Federation services: (continued)

GOLDEN PLAINS Federation - Other Libraries

no comments

PATHFINDER Federation - Public Libraries

Inadequate funding, logistics of state.

The federation coordinator's first responsibility is with his own public library which leaves no time.

At one time (when money was there) more services (cataloging, bookmobile, etc.) was provided. With limited money, these have fallen by the wayside.

The federation structure is grossly underfunded.

Leadership from the federation head library has been inconsistent.

The service was very satisfactory until the last five years. The last years the small libraries seemed to be squeezed out - no attention - no service - it seemed as if we no longer mattered.

PATHFINDER Federation - Other Libraries

I feel school libraries and public libraries need to be working more closely - especially in small communities like ours and the federation should keep school libraries informed as well as public libraries.

SAGEBRUSH Federation - Public Libraries

In our sparsely populated area the federation is extremely important - we couldn't function without them.

Our federation is the best in the state.

As a new librarian, I have relied heavily on the federation for assistance.

Much more could be done, with more adequate funding. Federation does many things, even though there is a lack of money.

We meet twice a year and receive updates on what is going on or new.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

Please describe your level of satisfaction with Federation services: (continued)

SAGEBRUSH Federation - Public Libraries (continued)

I don't feel there is enough leadership or that the federation is all it could be. Very few have education in LS & need assistance and educational opportunities.

SAGEBRUSH Federation - Other Libraries

They provide backup reference for me.

SOUTH CENTRAL Federation - Public Libraries

South Central federation is always there for me in everything my small library needs.

The federation has always been there with advice and moral support. Without their help we could not provide the high quality of service we now provide.

I would take part in more if we lived closer to Billings.

The channeling of more of the LSCA funding to the State Library operation and diminishing coal tax revenues have meant the loss of some very valuable federation services such as walk-in services for residents, bookmobiles, books-by-mail programs, federation staff, regular visits from federation staff, and attendance at local board meetings.

I am satisfied with services that are available with the funding available, so much more could be done with more funding.

SOUTH CENTRAL Federation - Other Libraries

Because we are another type of library we are not aware of all the services and activities provided by the federations.

Montana law does not provide for special library inclusion in the federations. This federation, however, is including us in some outreach and that has been of help.

I receive no services directly. I'm not aware of indirect services impact on my library because I don't know what the federation does.

Federation would be more effective as a multi-type library federation.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

Please describe your level of satisfaction with Federation services: (continued)

TAMARACK Federation - Public Libraries

I have nothing to compare it to - they seem to do fine.

Because of a shortage of funds they are less able to provide workshops, etc., that they have done in the past.

The continuous decrease in funds has resulted in continuous decreases in services which decreases the level of satisfaction.

Disappointed over discontinuation of LT distribution.

The Tamarack Federation does a very good job providing services with the money available.

TAMARACK Federation - Other Libraries

We receive little in the way of revenues, funding (direct or indirect) and resources from our federation.

Other than my interaction with our local PL I am not really familiar with what goes on through the federation structure.

No opinion - No service.

Since we are a tribal library we do not qualify for federation membership.

I'm not sure just what it is they do.

Most of our work is done on obituaries or local history questions. So, we do not use the federation at all. Any questions we cannot answer, we refer directly to the state historical society library - and they are a great help.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

Are you knowledgeable about Federation programs and services?:

BROAD VALLEYS Federation - Public Libraries

I feel that I am well informed, but one benefit of the federation is the idea that there is always more to learn.

Our meetings are enlightening, and follow-up and support are always there.

Our federation has focused on continuing education for library staff. This was very important as many staff members were not trained librarians. Another emphasis has been on interlibrary loan. By using Laser-cat many of our smaller libraries can now be much more self-sufficient.

BROAD VALLEYS Federation - Other Libraries

I make a point of trying to know what the federations are doing but it is hit and miss.

My understanding of federations is that they exist primarily to serve the needs of public libraries.

GOLDEN PLAINS Federation - Public Libraries

It would be nice if we could afford to meet more often to discuss our projects and plans.

GOLDEN PLAINS Federation - Other Libraries

I am invited to the meetings sometimes.

PATHFINDER Federation - Public Libraries

I am a board member and I attend all meetings.

Communication between headquarters and our library is usually slow - incomplete, and not in time to plan accordingly.

PATHFINDER Federation - Other Libraries

Not really informed about the foundation. We service fire departments and EMS organizations.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

Are you knowledgeable about Federation programs and services?: (continued)

SAGEBRUSH Federation - Public Libraries

The director is very helpful in keeping us informed.

We have an excellent federation coordinator in Delores Brennan who keeps us informed.

I do the Plan of Service for Sagebrush Federation each year - narrative reports - hold at least two federation meetings each year, do consulting for Federation members - etc. Attend coordinators and Library commission meetings every time.

Delores keeps track of us and keeps us informed.

SAGEBRUSH Federation - Other Libraries

Only because I was an employee at the federation headquarters library for 2 1/2 years.

SOUTH CENTRAL Federation - Public Libraries

We receive newsletters regularly, have regular meetings with all federation librarians, phone calls are made when mailings are not possible.

With various changes in all our libraries, it is difficult to keep every member librarian and Advisory Board Member current. We seem to be reeducating each other frequently. The level of interest and participation of our members varies, too.

SOUTH CENTRAL Federation - Other Libraries

no comments

TAMARACK Federation - Public Libraries

I'm too new to know a lot. I'm in a small library - on the job training.

I have not made a study of federations other than Tamarack.

Our Federation coordinator keeps the member libraries well informed.

TAMARACK Federation - Other Libraries

no comments

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

How important is the Federation to you?:

BROAD VALLEYS Federation - Public Libraries

We travel a fair distance to meetings but we always go and feel they are worth the effort. We always get useful information and ideas.

We rely on the money we receive from the federation for some important services we offer to the public.

Federation system has always been very supportive in any need I have had--from continuing education to staff and trustee problems to operating questions. Could not take care of the library without them.

This federation allows small libraries as much 'say so' as larger ones. Very important to small libraries.

Hard to get someone to relieve me.

It's more important for smaller libraries. We are the service providers. Get very little in return - a little bit of money.

Very supportive in all library activities where help is needed.

Without such a framework, we'd be cutoff from each other.

Our federation is probably not as important as it was five years ago. We do enjoy the toll-free ready-reference our federation headquarters provides. We also use the Montana State Law Library toll-free numbers. We do about 95% of our interlibrary loan requests ourselves, but our federation does find some using O.C.L.C.

I think our federation is the best - it offers more than the others in the state and I feel the staff tries to do their best.

BROAD VALLEYS Federation - Other Libraries

It is hard to say, as we are unable to be involved at this time.

As a taxpayer, I believe that federations or library systems are important for the cost-effective delivery of library services. Federations would be more effective if they were multi-type.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

How important is the Federation to you?: (continued)

GOLDEN PLAINS Federation - Public Libraries

Because of Federation our library has made great strides in education and resource sharing.

GOLDEN PLAINS Federation - Other Libraries

As a tribal library I cannot be a member of the federation so the system has not been important to me.

PATHFINDER Federation - Public Libraries

Social, educational.

Federations were very important and the coordinators were more sincere in the days of more money.

So-so, I don't depend on the headquarters for any service anymore. This forced us to be more self-reliant and far more confident about our ability to serve our patrons.

We receive very little from the federation.

PATHFINDER Federation - Other Libraries

Could become extremely important is we were informed of what is going on.

SAGEBRUSH Federation - Public Libraries

It could be made more important through stronger leadership, networking, and workshops.

A small library needs contacts with other libraries - you can get help - new ideas, etc.

I feel smaller libraries need the support and direction from headquarters, state library, etc. In this age of necessary resource sharing our connections are important. Our federation members work well together.

Has been an invaluable help and resource for my questions.

We rely on each other and this helps all of us maintain an information exchange.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

How important is the Federation to you?: (continued)

SAGEBRUSH Federation - Other Libraries

They're hooked into WLN. They can get things I can't.

I'm not sure of our relationship to the federation. Are schools part of it or not?

SOUTH CENTRAL Federation - Public Libraries

Very important. We are able to provide more service, faster service, quicker access to information, and less duplication of materials with the Federation.

The Federation, in its ideal state, can and has been a real valuable resource for smaller libraries especially when the headquarters staff cares about its members and has a real "service attitude". Those who are looking for a profit-making venture do a real disservice toward fostering resource sharing.

SOUTH CENTRAL Federation - Other Libraries

It will be extremely important when we are included. It is extremely important that we work toward inclusion of all types of libraries.

Not important as the federation is presently set up. It could be very important if it were multi-type.

TAMARACK Federation - Public Libraries

Federation can't do the things that would help us, but we do appreciate a few dollars for our book budget.

Even at its lower level of service, it is a very useful mechanism for the small library to become integrated into the state program.

It used to Very Important when there was contracted Reference Service with Lewis & Clark Library.

Important go-between for the small library, as this library and the State. Also, Federation meetings are a great aide to gather information on how to operate better.

Without the Federation our library would not know about WLN, interlibrary-loan, LaserCat, large printbook, etc.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

How important is the Federation to you?: (continued)

TAMARACK Federation - Other Libraries

Under present structure there is little value in our membership. Federations have little to do with academic libraries.

Kind of hard to judge that when I know so little of what it is.

I feel they are very important for the level of public library service.

It has not been important in the past but if made viable/dynamic & multi-type could be very essential to library community.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

In your opinion, what is the most valuable aspect of the Federation?:

BROAD VALLEYS Federation - Public Libraries

The fact that it brings all the libraries together in a sharing, networking organization (at meetings, at retreats).

1. Money 2. Interlibrary Loan Service 3. Information about legislation 4. Get together
Support in correctly operating the library.

ILL, continuing education, BVF keeps us informed on 'everything we need to know'.

1. Reference Support 2. Funding from federation

Interlibrary loan

An organization that provide backup to member libraries 'a friend in need'.

Communication between libraries - backup ref & ILL services - continuing education. A place to get advice.

The sharing of common problems and ILL support are equally valuable.

Provide framework & incentive for gathering of library community in the region to hash out mutual problems & provide support & develop mutually supportive programs; also important - Continuing Education opportunities and grants to member libraries.

A federation is kinda like a family. Montana is a very large state. It seems practical to divide it up in federations. However, not all Federations have the same goals. Our federation worked very well. I know every librarian and they all know me. If I need some support, or have a questions, I feel that I can give them a call.

The education and assistance offered by meetings, workshops or phone support. I don't know what we'd do if we didn't have it. We would end up like the libraries that don't use federation support and they are not informed.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

In your opinion, what is the most valuable aspect of the Federation?: (continued)

BROAD VALLEYS Federation - Other Libraries

The sharing of people resources.

Member meetings; cooperative planning.

The way we can share materials.

Assists public libraries.

State library at Helena.

Helps public libraries in remote areas provide services.

A federation provides a formal structure for co-operative activities of all kinds among libraries.

GOLDEN PLAINS Federation - Public Libraries

Meeting with others "in the same boat", ideas exchanged, can do some projects better as a group than alone.

Sharing of ideas and problems.

Access to sharing of ideas with other librarians.

GOLDEN PLAINS Federation - Other Libraries

HQ keeping the smaller libraries informed.

PATHFINDER Federation - Public Libraries

Bonding for librarians through education dialog exchange.

Workshops and continuing education.

Of course, the monetary support gives the drive to keep involved but the real value is to gather together with fellow librarians in your area.

The workshops and meetings getting us together and sharing concerns and knowledge, member libraries are taking charge of the organizing of these workshops.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

In your opinion, what is the most valuable aspect of the Federation?: (continued)

PATHFINDER Federation - Public Libraries (continued)

Being a group to help each other learn and help solve problems - continuing education.

Networking.

Knowledge and experience from "above" especially in technology and important library issues.

Workshops and continuing education.

Up until the last few years - the bookmobile visiting the libraries - we no longer have that service.

PATHFINDER Federation - Other Libraries

Resource sharing.

SAGEBRUSH Federation - Public Libraries

The workshops - the sharing of ideas - the social aspect - its fun to get together with people involved with libraries.

Visits by the state library staff, funding for ReCon, the chance to get together and share ideas and stories.

Resource Sharing Services (ILL).

Working together, helping one another, sharing expertise, experience, materials, etc. Our federation members feel a great need for the federation.

Mutual learning and sharing from fellow librarians and assistance and resources from HQ.

One place that is keeping so many informed what is going on and the individual help we receive. Need more money.

Discussing and solving problems with other librarians and boards that have similar sized libraries.

Workshops and assistance with Interlibrary Loans and Multi-library cards.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

In your opinion, what is the most valuable aspect of the Federation?: (continued)

SAGEBRUSH Federation - Other Libraries

It gives an organizational framework for the state's public libraries.

Good for finding locations for materials. Good reference collection.

Grants that may be available. Support services, workshops.

Their ability to get materials I need.

SOUTH CENTRAL Federation - Public Libraries

Their expertise and helpfulness.

The Federation is able to provide many varied services which are probably available through the State Library also, BUT the State Library does not have the manpower or funding to send people all over the state and federations relieve this pressure.

The fact that they keep member libraries informed about pending legislation, share coal-tax money and as the main source for our interlibrary loans.

The sharing of a common experience with other public librarians and the people resources. Its like a lifeline when you are in a small one person operation - we have someone to bounce questions off of. The availability of calling on the resources of a larger library both for books, cassettes, ready reference, backup.

Continuing education.

SOUTH CENTRAL Federation - Other Libraries

Collection backup / reference backup.

That it exists and is active and improving.

Should be networking, sharing with fellow colleagues, technology implementation, legislative endeavors.

The opportunity to improve library service through communication and cooperation.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

In your opinion, what is the most valuable aspect of the Federation?: (continued)

SOUTH CENTRAL Federation - Other Libraries (continued)

As a forum for smaller library staff members to meet together and with the headquarters library staff.

TAMARACK Federation - Public Libraries

Unity in the libraries in area - know what's going on - gives us support.

With current funding, etc., bringing different library people together to share ideas, provide support.

Provide a closer level of support and encouragement than the state library would be able to give because of distance and numbers of libraries served.

1. Money for collection development and resource sharing.
2. Networking with librarians twice a year to share, discuss, resolve concerns.

Most valuable aspect is it allows many smaller libraries to gather as one large voice rather than many small, weak voices in important state meetings.

Opportunity to pool resources, share ideas.

Information dissemination from what is occurring in the legislature & Montana State Library to how to weed your collection.

Bringing together all libraries & the chance to hear their way of servicing the public - exchanging of ideas.

Opportunity to talk to colleagues.

The exchanging of ideas and information among different sizes of libraries.

TAMARACK Federation - Other Libraries

Cohesive library sharing.

Communication at meetings I attend as observer.

Services and Programs.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

In your opinion, what is the least valuable aspect of the Federation?:

BROAD VALLEYS Federation - Public Libraries

I can't think of anything that is unimportant.

Federation services are all important.

Fact that it isn't multi-type.

It does cost money to travel to meetings. Perhaps this money can be better spent. I think most libraries have learned how to share resources and get very good service to their public. Perhaps more continuing education can be done through Montana Library Association.

BROAD VALLEYS Federation - Other Libraries

Distribution of money. The federations should not be about money. Libraries that wish to belong should be responsible for their participation.

Meetings.

GOLDEN PLAINS Federation - Public Libraries

Money.

GOLDEN PLAINS Federation - Other Libraries

Their lack of looking at what others have done before tackling major projects.

PATHFINDER Federation - Public Libraries

Distribution of funds - why not go through state library.

Technical services.

Advisory board meetings seem to be a real waste of time. The coordinator feels responsible to chair the meeting but doesn't follow by-laws or agenda.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

In your opinion, what is the least valuable aspect of the Federation?: (continued)

PATHFINDER Federation - Public Libraries (continued)

I think having a headquarters library has changed in the years I have been involved from being the be all and sole authority. We have been forced (through lack of funds and manpower) to "stand on our own" so to speak. This is not the "fault" of the headquarters and is a good thing in the long run for all. We are all becoming automated with the exception of a couple of libraries. We do our own workshops (organizing) - who knows better what we small libraries need, and we go through other libraries for our ILL (in addition to the headquarters). The CST money is just not there to pay for staff and materials at the headquarters.

Professional expertise is not geared to rural libraries. Our library directs almost all problems to the state library professionals rather than the headquarters library.

PATHFINDER Federation - Other Libraries

no comments

SAGEBRUSH Federation - Public Libraries

Nothing.

Training trustees.

SAGEBRUSH Federation - Other Libraries

Continuing education - all public library oriented.

I think the federations should be multi-type to give communications, organizational link to all libraries in the state.

SOUTH CENTRAL Federation - Public Libraries

Federation headquarters being closed on Monday.

The red tape of the state bureaucracy. Some of the energy going into the Plans of Service and the Annual Reports would be better channelled into direct services. Representatives on the Commission and the Advisory Council need to get out into our libraries to see what we are dealing with on the front lines. The lay person from our federation has not made it a point to contact many of us.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

In your opinion, what is the least valuable aspect of the Federation?: (continued)

SOUTH CENTRAL Federation - Public Libraries (continued)

Technical Services.

SOUTH CENTRAL Federation - Other Libraries

Walk-in service when available.

Since we are not part of the federation, we can't judge what isn't available.

Lack of involvement with special libraries. Special Libraries need to be on board and included in decision making.

As a voice for the library community, it does not function effectively.

TAMARACK Federation - Public Libraries

Some of what other libraries are doing doesn't apply to us - so their help and encouragement in those areas is not important, as we are small & function somewhat differently.

As a watchdog for reports and distribution of money.

The rotating video collection.

Offers little or no technical or professional support - no funds to do so.

TAMARACK Federation - Other Libraries

Workshops!

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 2 - Federation Service and Programs - EXTRANEIOUS COMMENTS

BROAD VALLEYS Federation - Public Libraries

Visits from HQ Library Staff - They are good about going to meetings which are held at a different library each time.

Statewide Library Card - if funded, but its not a federation service.

BROAD VALLEYS Federation - Other Libraries

no comments

GOLDEN PLAINS Federation - Public Libraries

no comments

GOLDEN PLAINS Federation - Other Libraries

no comments

PATHFINDER Federation - Public Libraries

Direct User Services - The state library has many of these services and programs not federations.

Bookmobile Service - weakness - we no longer have.

Outreach materials - Video collection.

PATHFINDER Federation - Other Libraries

no comments

SAGEBRUSH Federation - Public Libraries

Direct User Services - Others - Our ILL is strong. We are working on getting holdings on WLN database.

Visits from HQ - money does prohibit somewhat.

Shared equipment - distance too great (we rotate videos, audios, and library books).

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 2 - Federation Service and Programs - EXTRANEIOUS COMMENTS (continued)

SAGEBRUSH Federation - Public Libraries (continued)

ILL Services - Best service we have in small libraries.

Fax Support - our federation is striving to make progress in this area. ReCon is a priority in Sagebrush.

SAGEBRUSH Federation - Other Libraries

no comments

SOUTH CENTRAL Federation - Public Libraries

Consulting Services - we would like to see a cooperative statewide program that ties in State Library, MLA, Federation and MLS program with certification.

Visits from HQ staff - they come when asked.

Collection Mgmt Svc - Have had several Fed. and State workshops in this area.

Technical Services - This is in the works and if a consortium becomes a reality this will be a valuable new service and strength.

Collective Purchasing - Negotiating discount agreements.

Courier Delivery Service - Had a 250 mile courier in the 1970's and was an unnecessary expense both in cost and staffing.

New Technologies - I am not sure what all these things are. Since our library doesn't have the equipment for these things I can't say they are a strength. Probably they are or will be.

Telecommunications - OPACS available but lack equipment to use.

FAX Support - Lack a FAX and the money for long distance charges on both this and telecommunications.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 2 - Federation Service and Programs - EXTRANEIOUS COMMENTS (continued)

SOUTH CENTRAL Federation - Other Libraries

I cannot answer these questions because I have no idea what the federation does and how well they do it. Many of these services would be valuable to me.

Since I do nothing with the federation I don't feel qualified to answer - the federation so far has not met the needs of medical libraries.

TAMARACK Federation - Public Libraries

Direct User Services - Virtually none of those is offered so I guess its a weakness if it isn't done.

Other User Services - Integrating state programs and providing direct help with control of collection.

Consulting Services - they're a strength when they happen.
- low quality, if was better it would be a strength - they're needed.

TAMARACK Federation - Other Libraries

no comments

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 3 - Federation Governance/Organization/Administration - EXTRANEIOUS COMMENTS

BROAD VALLEYS Federation - Public Libraries

State Aid is adequate - better than \$0, could use more.

Coordinator is HQ director - depends on person, maybe there is a better way of choosing.

Communication among Librarians - Could happen more.

Federation services are free - nice but can't see.

BROAD VALLEYS Federation - Other Libraries

no comments

GOLDEN PLAINS Federation - Public Libraries

no comments

GOLDEN PLAINS Federation - Other Libraries

no comments

PATHFINDER Federation - Public Libraries

no comments

PATHFINDER Federation - Other Libraries

no comments

SAGEBRUSH Federation - Public Libraries

Limited representation - we do have some who are dedicated to it.

Centralized Services - efficient but lack funding.

Federation Plan of Service - shortage of CST.

SAGEBRUSH Federation - Other Libraries

no comments

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 3 - Federation Governance/Organization/Administration - EXTRANEIOUS COMMENTS *(continued)*

SOUTH CENTRAL Federation - Public Libraries

Participation by Member Librarians - More members need to be active and volunteer to help.

Multi-type Membership - Should network with other consortia - not necessary to force the issue when members can attend.

Administration issues - as funding allows they are strengths.

Coal Severance Tax Revenues - Very unstable.

SOUTH CENTRAL Federation - Other Libraries

no comments

TAMARACK Federation - Public Libraries

Current Geographic Boundaries - as good as any!

Organization - budgets, revenues, concerns differ if multi-type.

Federation Plan of Service Adequate - for funding available.

Communication among Librarians - could be more - I know coordinator is busy.

TAMARACK Federation - Other Libraries

no comments

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS

September, 1992

PG 4 - Bibliographic Database Development/Resource Sharing Activities - EXTRANEIOUS COMMENTS

BROAD VALLEYS Federation - Public Libraries

Interlibrary Loan Card - Not in favor of state card - afraid of no return.

Federation Maintains Processing Center - no don't need it.

Statewide Library Card - what does this have to do with Federations? Not get funded.

Bibliographic Verification - its available throe fed contract with that same library.

Resource Sharing (ILL) Activities - All of this is very good and valuable and true but its true whether or not there is a federation so I don't see what is has to do with the federation - except G. - Federation pays for this service and its excellent.

BROAD VALLEYS Federation - Other Libraries

Implication here is that we need a statewide (MT only db). This is a step backward. We had a MONCAT and moved to a regional db with WLN. Given our limited resources, a regional db makes much more sense. Just because it passed at the Governor's Conference doesn't necessarily mean its a good idea.

Federation maintains Processing Center - (out of date; libs should be buying processing from book vendors.

GOLDEN PLAINS Federation - Public Libraries

no comments

GOLDEN PLAINS Federation - Other Libraries

no comments

PATHFINDER Federation - Public Libraries

no comments

PATHFINDER Federation - Other Libraries

no comments

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS
September, 1992

PG 4 - Bibliographic Database Development/Resource Sharing Activities - EXTRANEIOUS COMMENTS (continued)

SAGEBRUSH Federation - Public Libraries

We have a federation-wide Library Card for walk-in-borrowing.

Reimbursement to local libraries - needs more funding.

SAGEBRUSH Federation - Other Libraries

no comments

SOUTH CENTRAL Federation - Public Libraries

Reciprocal Borrowing - ILL Reimbursement handles this nicely.

SOUTH CENTRAL Federation - Other Libraries

no comments

TAMARACK Federation - Public Libraries

Maintain a Montana Database - This still makes no sense, why have a separate database when we are working to be part of a larger regional one.

TAMARACK Federation - Other Libraries

no comments

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 5 - Issues Facing Montana Library Federations - EXTRANEIOUS COMMENTS

BROAD VALLEYS Federation - Public Libraries

Training for Trustees - This is very important because trustees are volunteers, and because we are usually not librarians!

BROAD VALLEYS Federation - Other Libraries

Some of these are important issues for the entire Montana library community not solely federations.

Inadequate Funding - I assume this is so but depends on what the federations is supposed to do.

Too few consultants - more consultants are needed in Montana.

Need to expand membership - maybe, depends on how it is done - not under the current structure.

GOLDEN PLAINS Federation - Public Libraries

no comments

GOLDEN PLAINS Federation - Other Libraries

no comments

PATHFINDER Federation - Public Libraries

no comments

PATHFINDER Federation - Other Libraries

no comments

SAGEBRUSH Federation - Public Libraries

no comments

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 5 - Issues Facing Montana Library Federations - EXTRANEIOUS COMMENTS (continued)

SAGEBRUSH Federation - Other Libraries

no comments

SOUTH CENTRAL Federation - Public Libraries

Limited Education - Better and more varied efforts needed from all levels.

Need Additional Materials - Collection development is a local responsibility.

Training for Trustees - This is a local responsibility.

Under-developed Telecomm - Some members don't have phones or have to share phones with office extensions.

Professional Education - Now we have MLS program - we need something for those without undergraduate degree.

SOUTH CENTRAL Federation - Other Libraries

I don't know about the federation specifically, but these are problems for all MT libraries that I know of.

Public Perception - There is none.

Professional Education - Lots of states/regions in the U.S. have this problem. The individual has to make some effort to get a degree, not expect that "it should be" available in his/her neighborhood. After all, you can complete a program in only a year.

Expand Membership - Definitely!

TAMARACK Federation - Public Libraries

Limited Continuing Education - Need more!

State Reporting/Accountability Requirements - Need Workshops!

TAMARACK Federation - Other Libraries

no comments

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 5 - Please describe how you would change the Montana Library Federation Structure.

BROAD VALLEYS Federation - Public Libraries

I only have experience with the Broadvalley Federation. I think Broad Valley is very good. We have good participation at meetings and I would only change it so that every librarian and trustee would participate.

I am not unhappy with the structure. Money is the primary issue.

I do not feel that Federations should provide consultants, services to blind & handicapped, training for trustees, developing a new trustee manual, handle state reporting and accountability, state-wide library card, state-wide database. These services should come from the state library. I think federations should concern themselves with helping smaller libraries with ILL, having bookmobile service, etc. In other words, just help libraries satisfy their public. Some training is helpful, and if it is done through federations, then travel time can be cut back. However, you will find a wide difference among the federations.

My concerns about federations in Montana are as follows:

1. The governing structure should be changed to an autonomous organization with a governing board composed of trustees and librarians. The federation could be located anywhere - at a library or an office building. The coordinator should be hired by and report to the board.
2. The State Library should take over interlibrary loan and reference back-up for the entire state. This should happen immediately. Funding should come from the state general fund as a line item in the State Library budget.
3. Federations should remain "public library only" until adequate funding is available to become multi-type.
4. A more stable source of funding is needed. A state general fund appropriation would be ideal.
5. The State Library should take the lead in developing a statewide information network - perhaps requiring federations to participate and cooperate.
6. Federations should have an automation consultant available on an as needed basis for member libraries - at no cost to the library.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 5 - Please describe how you would change the Montana Library Federation Structure.
(continued)

BROAD VALLEYS Federation - Other Libraries

The Federation system in Montana is outdated and unworkable within the current mindset of most federation members. The federations are looked to by the small library for assistance which the federation headquarters libraries are not always able to fulfill. The system must be multi-type in order to work. Many of the academic and special libraries in Montana are staffed by MLS librarian and in many cases there is more than 1 MLS staff member. Public libraries are not as fortunate, even in the headquarters. By expanding the federations to multi-type, people resources will increase significantly. Federations will then be able to work more in a consulting manner which is desperately needed. Many academic and special librarians would love to have the opportunity to present workshops, and to consult for the other libraries.

I believe the one major obstacle to the federations becoming multi-type is money. The federations do disperse some funds to member libraries and those public libraries will not want the money the federations to expand because they would "lose" money. It will be a crime if those "outsiders" who want to participate and share our knowledge and resources are not allowed to because of the fear of losing money.

Keep current 6 areas. Provide 2 consultants (each to cover 3 federations) to meet organize, etc. Use Coal Severance Tax income to fund activities of these 2 and for some travel offset costs to members.

I filled this out as best I could - many of the responses I left blank because I have no knowledge of what is available. Perhaps we need some public education instruction!

Include all libraries. Actively promote broad membership.

The federations should become multi-type library systems governed by a broad-based Board or Council. Membership should be open to any interested library. System "coordinator" should be a consultant in some area (technology, PR, children's services) - responsibility should be to provide consulting services to entire state and to co-ordinate system. Ideally, should not be a local public library director. Any library system member with the ability to do so would contract to provide the direct user and other services to other libraries. If federations do not become multi-type, I believe they will become obsolete as libraries of all types contract to cooperate to provide library services to their patrons.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 5 - Please describe how you would change the Montana Library Federation Structure.
(continued)

GOLDEN PLAINS Federation - Public Libraries

no comments

GOLDEN PLAINS Federation - Other Libraries

no comments

PATHFINDER Federation - Public Libraries

Divide total funds into 3 regional centers and have three coordinators with a budget to conduct workshops, etc.

PATHFINDER Federation - Other Libraries

no comments

SAGEBRUSH Federation - Public Libraries

The main problem is a shortage of funding. Also lack of paid staff time - director time.

SAGEBRUSH Federation - Other Libraries

no comments

SOUTH CENTRAL Federation - Public Libraries

I think all issues are important, some more important than others, but still important. I wouldn't change the structure because it works for my library. I have not worked with any other federation and have nothing to compare.

I would allow some more of the funds that stop at the state library to trickle down to the direct users of Federation libraries.

SOUTH CENTRAL Federation - Other Libraries

It should include all types of libraries and include appropriate funding to support the multi-type arrangement.

I would change the structure to include all libraries.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS

September, 1992

PG 5 - Please describe how you would change the Montana Library Federation Structure.
(continued)

SOUTH CENTRAL Federation - Other Libraries (continued)

Priority update WLN library holdings!! Absolutely include professional medical librarians on your boards, committees, task forces. Include in all federation mailing - provide awareness of federation at Health Sciences Library meetings - implement joint ventures.

Make it multi-type. Have the MT State Library exercise leadership, vision and benevolent power. Communicate, communicate, communicate! Have service to all MT citizens in mind, not just those who pay certain taxes to certain localities.

TAMARACK Federation - Public Libraries

The Montana Library Federation structure needs no changing as it seems to function well considering its budget cuts.

I think the present structure has worked well when more money was available. The need is very great for communication among libraries of all sizes. It allows for an exchange of ideas that is beneficial for all. Many of the smaller libraries have gained from the experiences and willingness to share information of the larger libraries while the larger ones benefit from the evidence of dedication to serving the public to providing services under hardship and lack of money displayed by some of the smaller libraries.

With limited money as we now have - disband, provide for 2 regional (perhaps east, west & central) gathering each year to bring folks together for talk & continuing education. Divide the remaining money equally among all public libraries with the same guidelines on its use and requiring a report on its expenditure.

Divide them entirely or fund them properly. If we can't find additional funds, use existing money to: 1. Build local collections 2. Enhance and expand automation and statewide participation in WLN data base.

TAMARACK Federation - Other Libraries

Many tasks of HQ might be decentralized via technology, inhouse systems (in large libraries) & dialup access - we need leadership in technology!

Personally, I feel the federations would be stronger if they included all types of libraries, especially high school and academic libraries and tribal libraries.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX C: OPEN-ENDED QUESTION RESPONSES and COMMENTS September, 1992

PG 5 - Please describe how you would change the Montana Library Federation Structure.
(continued)

TAMARACK Federation - Other Libraries (continued)

Stronger leadership from the State Library. Even with limited resources the state librarians should be out in each federation each year giving leadership and guidance that they gain from their interaction on the national level. By the state librarian participating in national state library meetings he will find good ideas for Montana's solutions.

- All libraries become non-fee members - receive equal representation and service - receive equal/competitive funding.

Not sure - but it doesn't appear to me that it has much significance now.

This was difficult to complete having such a limited knowledge of this structure. My biggest concern for the future of Montana libraries has to do with resource sharing - share & collection development, telecommunication and automation. Whatever is done should be coordinated with the office of Public Instruction so hopefully it can dovetail with the Governor's METNET project as far as delivery system and boundary areas.

1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX D

COMMENTS, QUESTIONS and RECOMMENDATIONS

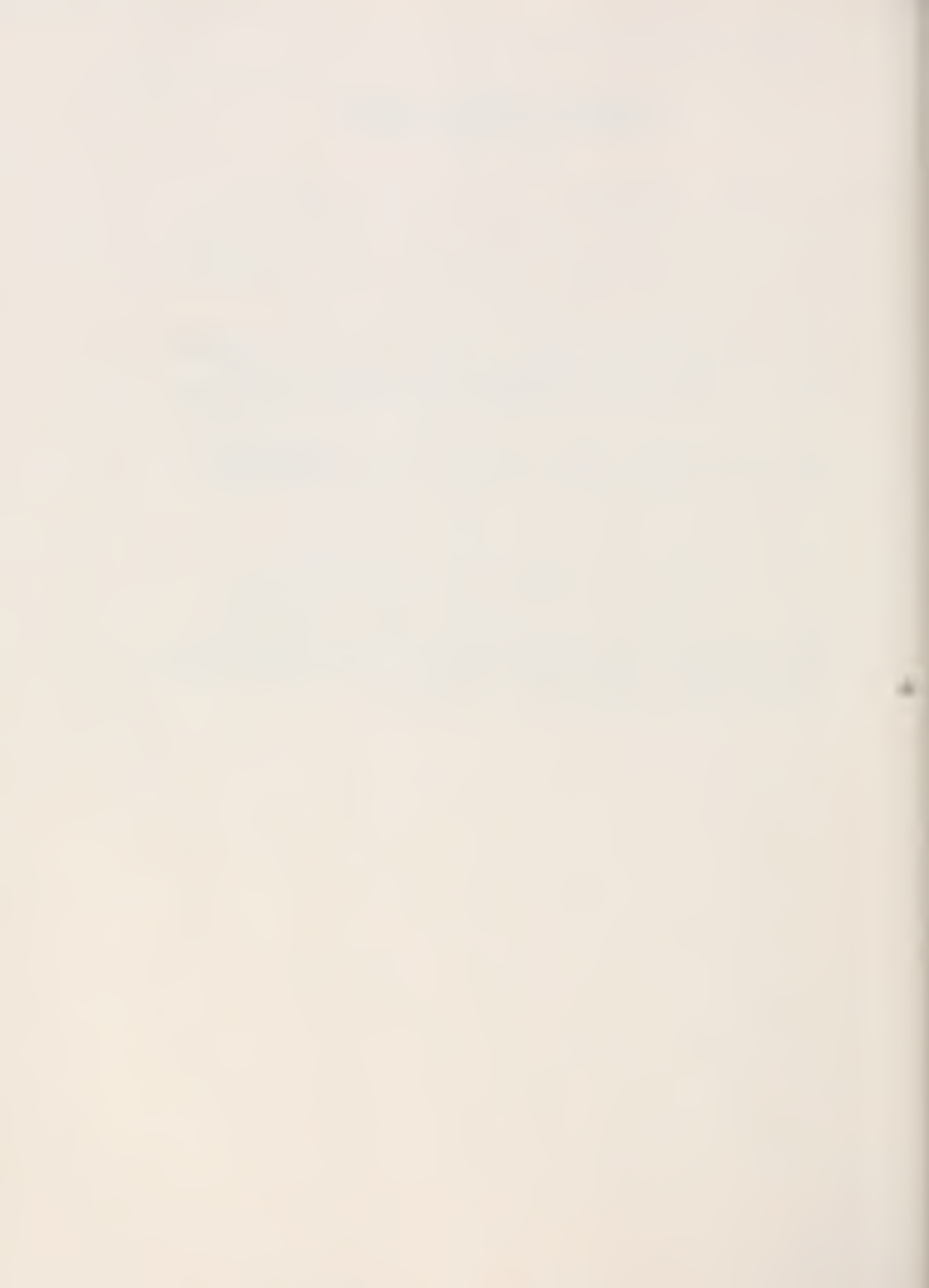
from the SIX FOCUS MEETINGS



QUESTIONS FROM FOCUS GROUPS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Organization, Structure and Governance

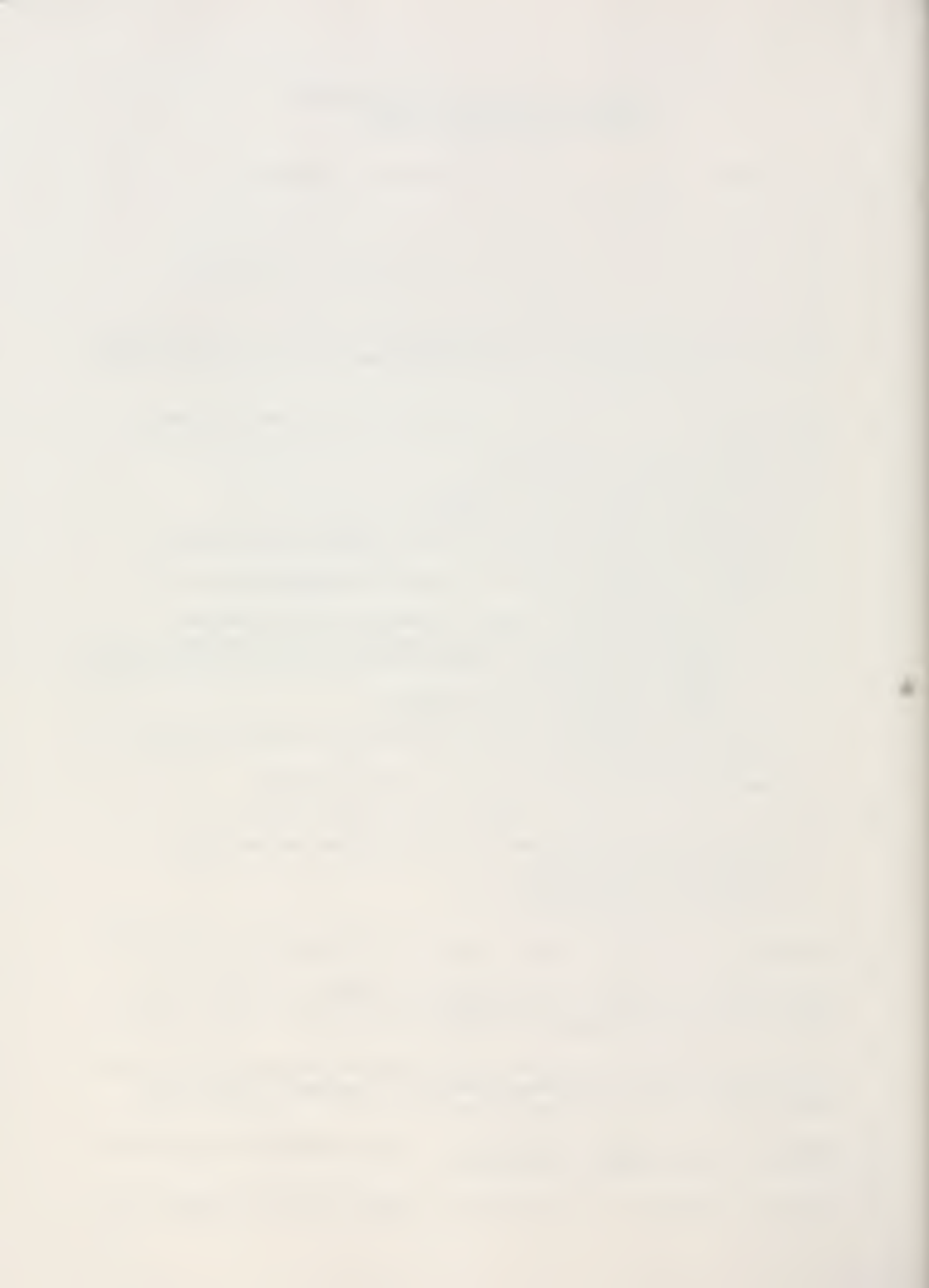
1. Should federations be retained as they currently exist?
2. Should federations remain single-type (public library)?
3. Should the number of federations remain at six?
4. Should federation geographic boundaries remain unchanged?
5. Should the function of federation coordinator remain an "additional duty" of the headquarters library director?
6. Should each library have an equal voice in determining federation policy, service programs, and development?
7. Should the federation board remain advisory?
8. Should the federation board become governing?
9. Should the federation headquarters provide staff to assist with activities for smaller public libraries?
10. Should the federation provide funds for staff with the sole assignment to coordinate activities for smaller public libraries? How much staff is adequate?



SUGGESTED IDEAS AND RECOMMENDATIONS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Organization, Structure and Governance

1. Reaffirm the federation concept.
2. Reaffirm the existant gederation geographic boundaries.
3. Expand the federation membership to all types of libraries.
4. Establish the federations independent of a large public library. The federation would be a quasi-governmental unit, independent of any single library.
5. The federation board should be governing with the following composition:
 - a. An odd number of members;
 - b. Staggered three-year terms;
 - c. One representative per county;
 - d. A member-at-large (if required to achieve "a");
 - e. Representation from each type of library maintaining federation membership;
 - f. Library representation by either an administrator or library director:
 1. College administrator (President/Dean/Provost)
 2. Special library (Administrator, Vice President, etc.)
 3. School (Principal, Library Media Services Coordinator, Superintendent)
 4. Public library (Board Member)
 5. Tribal (Appointed by Tribe)
 - g. Chairs of permanent working groups/task forces would serve on board; and,
 - h. Board would have no more than 50% librarians.
6. Permanent work areas for federations could include:
 - a. Planning and development of long-range document(s);
 - b. Continuing education;
 - c. Technology/automation; and,
 - d. Collection development.
7. Headquarters library director serves as federation coordinator.
8. Each federation would be encouraged to hire a librarian to serve as the federation librarian (full-time) to work as day-to-day liason with member librarians.
9. The State Library could host the Executive Academy once a year for administrators and board members to acquaint them with federations (like an orientation).
10. Federation may contract with one or more libraries to provide services to all member libraries.
11. Federation members will prepare an annual written evaluation.



QUESTIONS FROM FOCUS GROUPS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Funding and Financial Support

1. What are the projections for Coal Severance Tax funding for 1994?
2. How likely is the passage of the Montana sales tax in the 1993 biennium?
3. What is the probability of raising the local property tax caps?
4. What is adequate financial support for federations? How much does the amount vary from one federation to another?
5. How much support is required for the State Library Office of Library Development? Should staff be added?
6. If the Coal Severance Tax were unavailable to support federations, how could the funds be replaced?
7. Should non-public libraries pay to belong to a federation? If so, how much?
8. How much money will be generated from a sales tax? What is the legislative environment to support libraries financially?
9. Should the State Library have a share of sales tax revenue? If so, how much?
10. How should "new" money be distributed? Should it be formula based? If so, what?
11. What is the role of LSCA funds in federation support?
12. What is the role of the Montana Library Association and lobbyists to secure additional funding for libraries?
13. What are federation financial reporting requirements?



SUGGESTED IDEAS AND RECOMMENDATIONS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Funding and Financial Support

1. Reaffirm financial support for federations is a state responsibility.
2. Seek legislative change to raise the cap on current local property tax support for local libraries.
3. Freeze LSCA funds retained by the State Library at the FY93 level.
4. Seek legislative support to include permanent support for federations.
5. Pay for the Montana ILL network.
6. Pay to build and maintain the Montana database.



QUESTIONS FROM FOCUS GROUPS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Resource Sharing and Interlibrary Loan

- . Should the current reimbursement program be modified for "net lenders"?
- . Are the current borrowing hierarchies sufficient? Do they require modification?
- . Should the federation membership be required to participate in the state reimbursement program?
- . What role does WLN online play in ILL?
- . What role does LaserCat play in ILL?
- . What role does OCLC play in ILL?
- . Could any existant network in Montana serve as a suitable host for ILL activity?
- . Should LaserCat have an electronic network interface?
- . How are preservation issues addressed?

QUESTIONS FROM FOCUS GROUPS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Resource Sharing and Interlibrary Loan

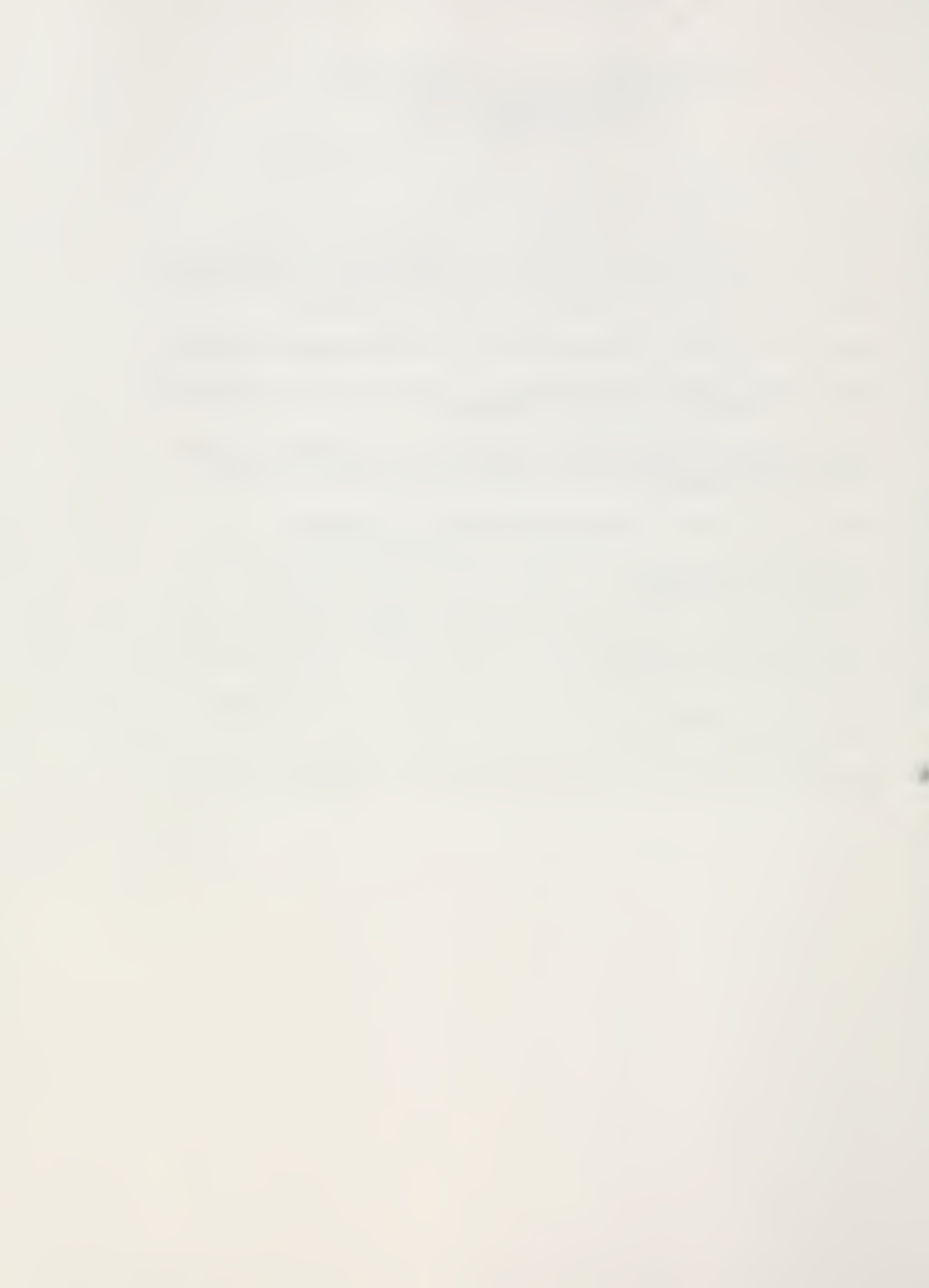
1. Should the current reimbursement program be modified for "net lenders"?
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8. Should LaserCat have an electronic network interface?
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SUGGESTED IDEAS AND RECOMMENDATIONS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Resource Sharing and Interlibrary Loan

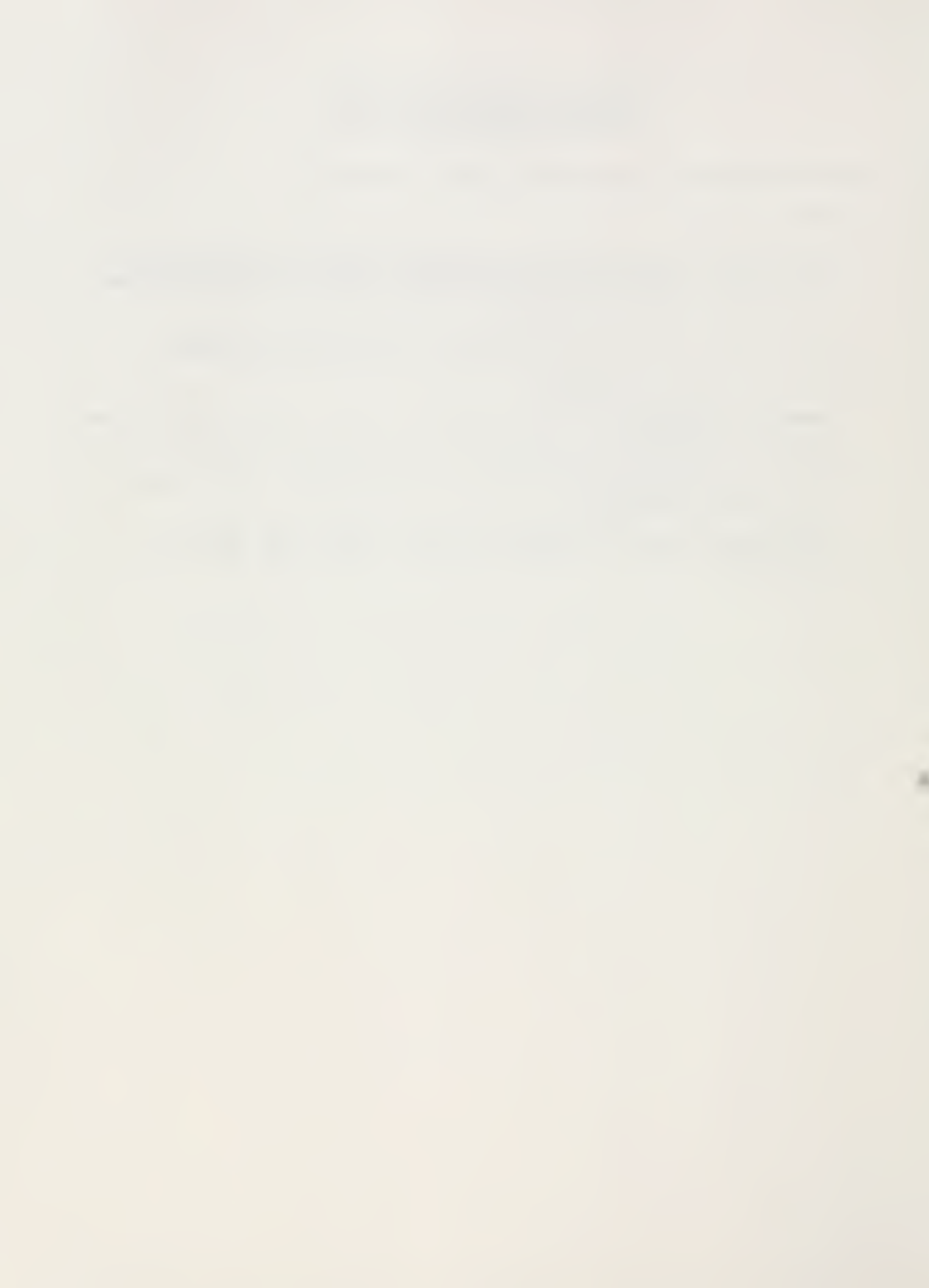
1. Reaffirm the state commitment to ILL.
2. Does resource sharing agreement for libraries to sign to qualify for participation in the reimbursement program exist?
3. Reaffirm WLN as the network of choice for Montana.
4. Reaffirm the state commitment to the reimbursement program.
5. Compile and publish ILL policies. Distribute the compilation to all libraries in the ILL program.
6. Design an electronic network capabilities statement, taking into account the computing capabilities present in local, individual libraries.
7. Reaffirm the state collection management program.
8. Determine collection strengths using HEGIS statistics for academic institutions.
9. Develop a plan to distribute LaserCat capabilities to those libraries which want to use the product for ILL and currently do not have it available.
10. Reaffirm the importance of a current collection management policy in each library.
11. Encourage libraries to negotiate areas of strength in the state.



QUESTIONS FROM FOCUS GROUPS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Montana Bibliographic Database

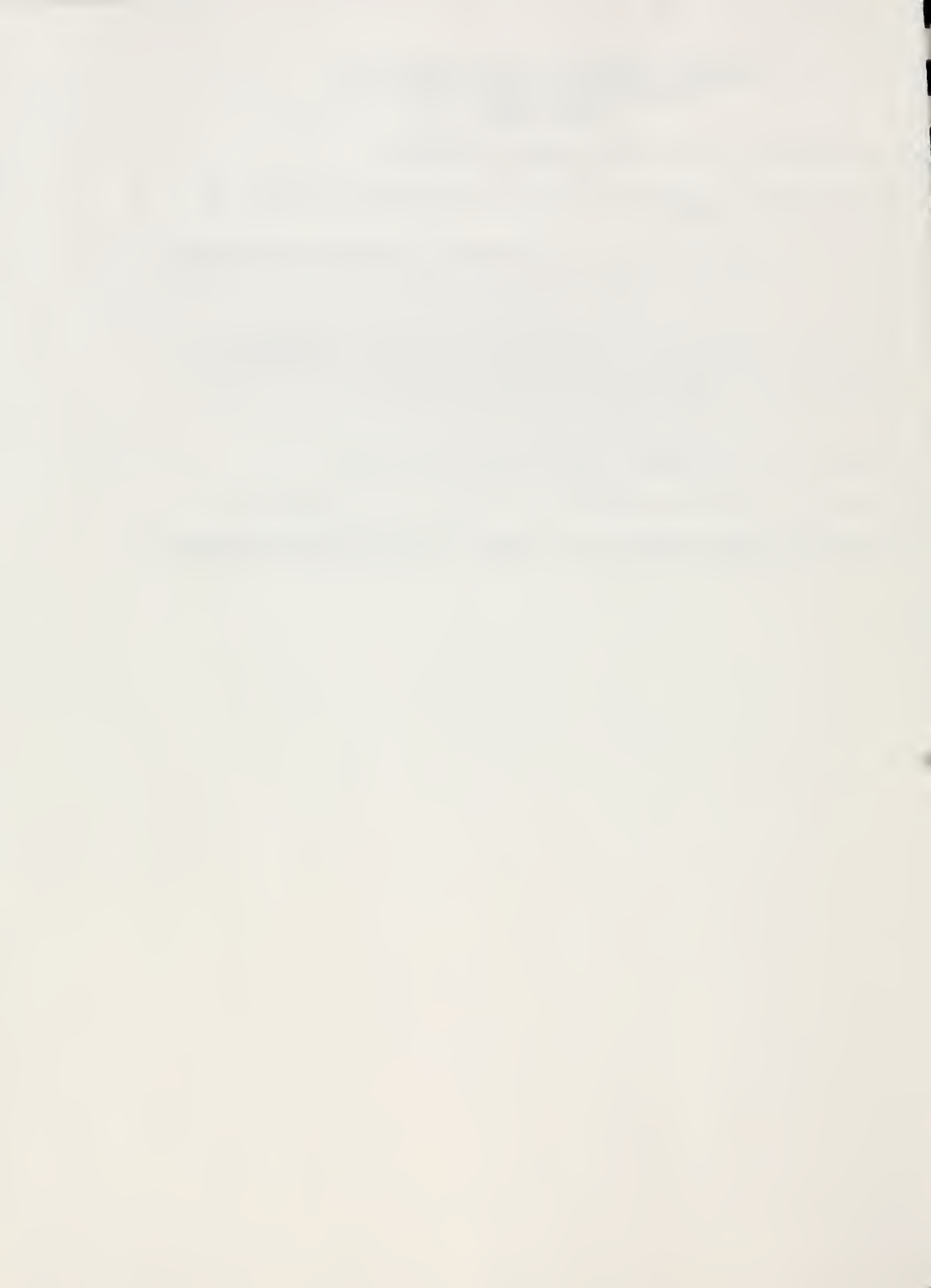
1. Where is it?
2. What are its characteristics? Size? Spread out how? What is its level of duplication of holdings? What is the percentage of machine readable records?
3. Which MARC formats are included in the Montana database?
4. How are serials handled?
5. Where is the Montana union list of serials? Is it part of the Montana database?
6. Where is the Montana union list of newspapers? It is part of the Montana database?
7. How are government documents (local, state, and federal) included?



SUGGESTED IDEAS AND RECOMMENDATIONS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Montana Bibliographic Database

1. Reaffirm MARC as the standard for bibliographic records in the Montana database.
2. Reaffirm the goal to build and maintain the Montana database.
3. Develop a multi-year plan to complete the goal in #2.
4. Develop a strategy for libraries to contribute holdings to the Montana database. The strategy should be flexible enough to accommodate various current cataloging procedures and practices maintained in local libraries.
5. Develop a plan for continual maintenance of the Montana database by individual, contributing libraries.
6. Allocate a sufficient portion of LSCA funds to support #2.
7. Establish a cataloging site of last resort for the preparation of bibliographic records not present in the Montana database.



QUESTIONS FROM FOCUS GROUPS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Technology and Automation

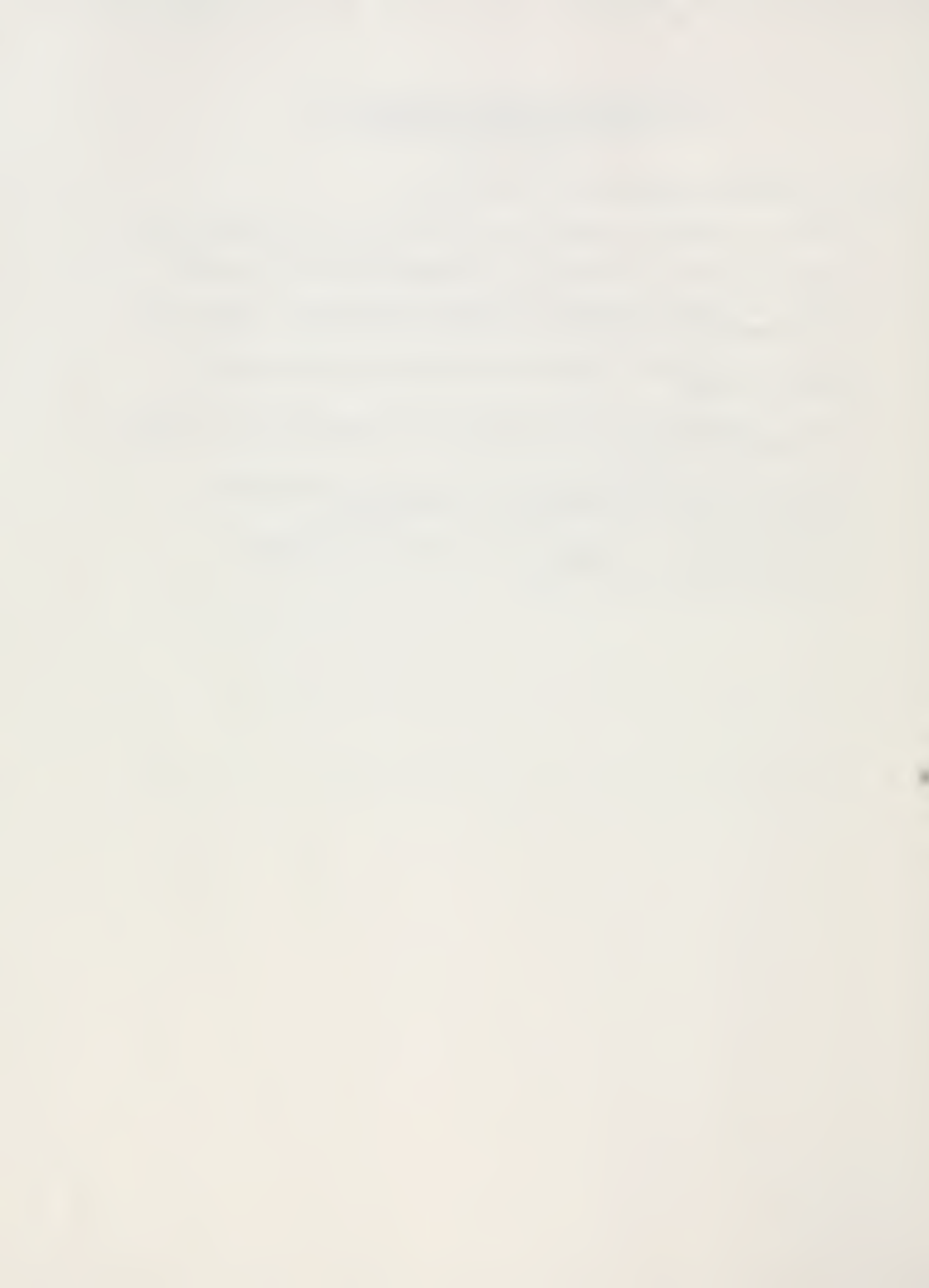
1. Does the State Library have a statewide technology initiative?
What does it say?
2. Where is the technology leadership in Montana?
3. What automated, integrated systems are present? Where?
Which ones?
4. How does the State Library provide leadership and technical assistance to libraries with regard to technology?
5. How will geographically separated, disparate systems communicate with each other?
6. Where do librarians get help current for technology and automation?
7. What sources are used/available to librarians to purchase hardware and/or software for technology and automation efforts? Do they include sufficient support and training?
8. What is the role of the statewide Technology Committee?
9. Has the Technology Committee released any documents? If so, what do they say?
10. How does the current work include new products and services in the technology initiative? (Includes CD-ROM, online databases and LAN/WAN projects)



SUGGESTED IDEAS AND RECOMMENDATIONS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Technology and Automation

1. Develop a statewide technology initiative for all libraries.
2. Provide technical assistance to federations and libraries.
3. Survey the state to identify computer capability (what type of equipment, what uses).
4. Survey the state to identify staff expertise and areas of specialization.
5. Identify leadership in technology and automation at the local and federation levels.
6. Develop a basic bibliography for various technology and automation areas as they relate to libraries.
7. Identify sources of support and technical assistance currently used by librarians.



QUESTIONS FROM FOCUS GROUPS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Continuing Education

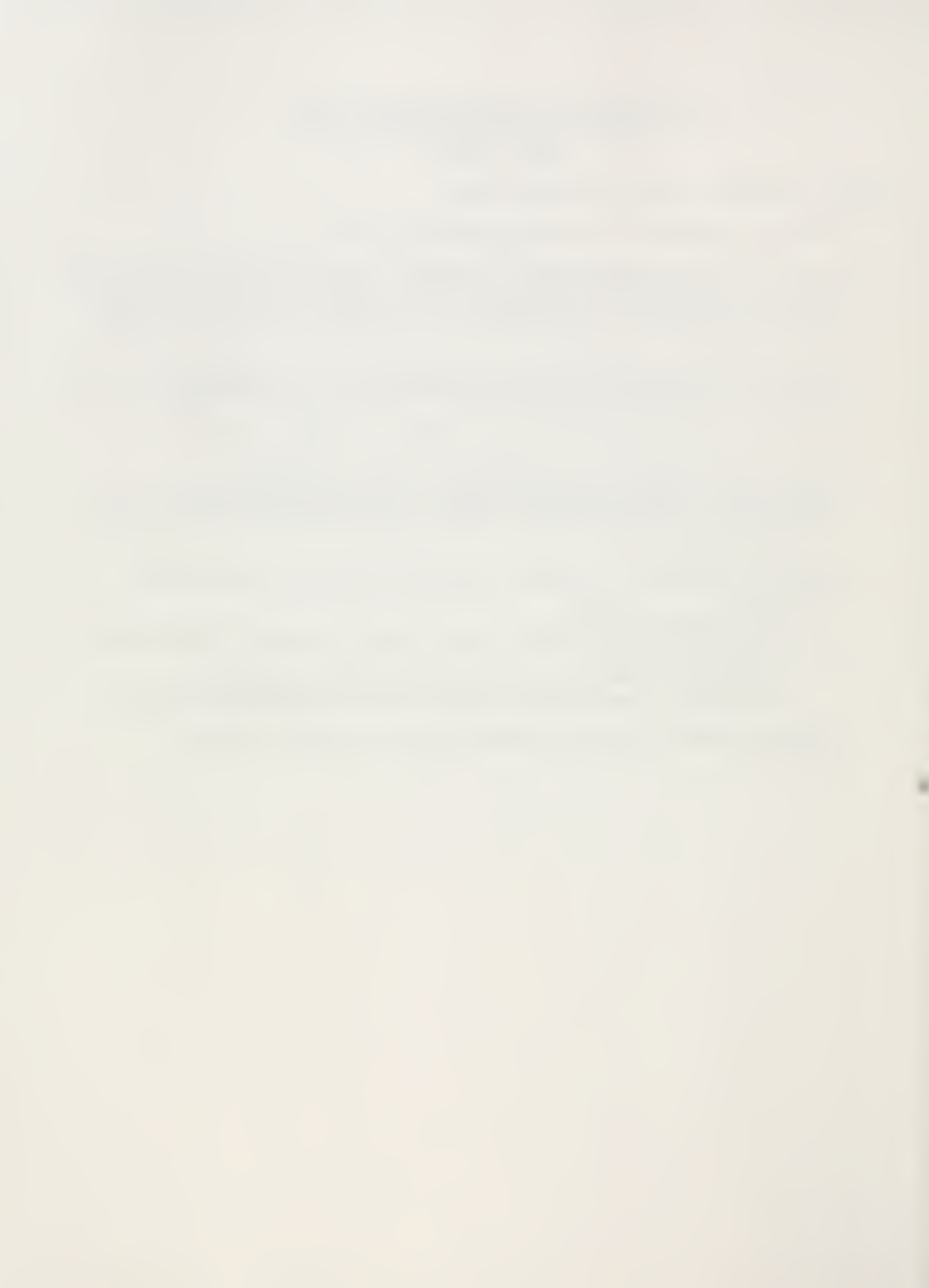
1. Who are the current continuing education providers?
2. What are strategically located sites available to host continuing education activities?
3. Are a sufficient number of continuing education experiences held in each of the four areas necessary for certification under the 1993 requirements? If not, what is the plan to make offerings available?
4. What topics should be included in continuing education?
5. How does the Montana Library Association Conference Committee determine the components of continuing education? How are topics selected? How are speakers chosen?
6. What are the extremes of levels for continuing education offerings (post ALA-MLS to a single person library with high school diploma/GED)?
7. What are the training needs of paraprofessional and clerical workers representing all types of libraries?
8. Is the Montana Library Association Conference the main venue for continuing education?
9. What is the role of the State Library to provide continuing education? Should its role be direct?
10. What is the role of the federations to provide continuing education? Should their role be direct?



SUGGESTED IDEAS AND RECOMMENDATIONS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Continuing Education

1. Reaffirm commitment to continuing education.
2. Encourage each federation to provide a minimum of one continuing education offering in each of the four areas identified in the voluntary certification program for an annual total of sixteen contact hours.
3. Encourage the Montana Library Association to schedule continuing education sessions for maximum participation by attendees.
4. Provide continuing education for public library trustees.
5. Approve automatically continuing education activities sponsored by other state libraries, state professional associations for librarians, library networks, and institutions of higher education.
6. Survey librarians to identify characteristics of continuing education:
 - a. Site last attended;
 - b. Suggested topics for the next Montana Library Association conference; and,
 - c. Locations ideal for continuing education within the federation, especially other than the headquarters site.
7. Develop a plan to host an institute for non-MLS library directors.



QUESTIONS FROM FOCUS GROUPS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Certification of Librarians, Trustees, and Staff

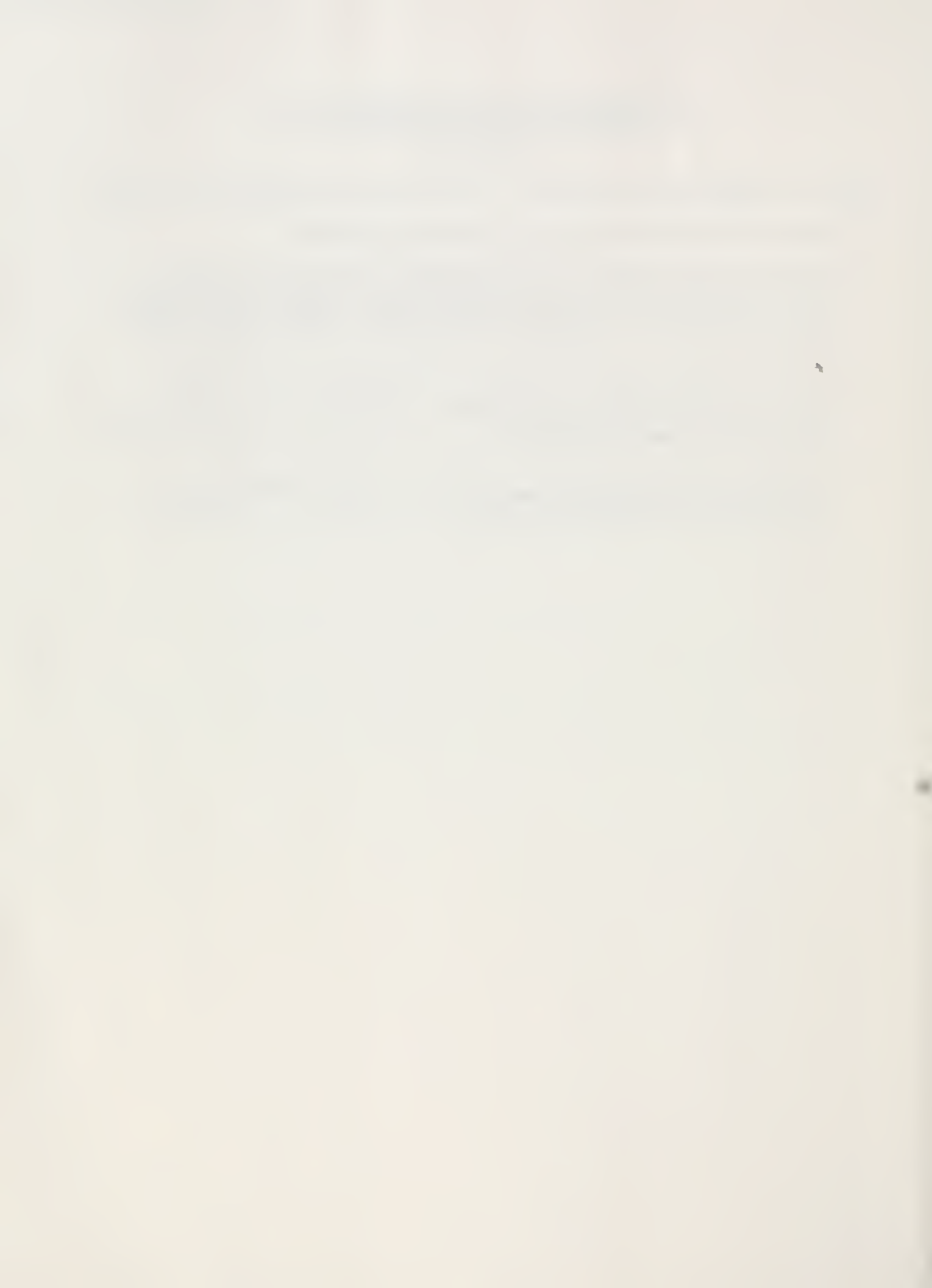
1. What is the purpose of "voluntary" certification?
2. How long will certification be "voluntary"?
3. Are plans in place or in draft stages to tie/relate certification to standards and/or financial support?
4. Do plans exist to certify librarians in academic and/or special libraries?
5. Have plans been made to provide sufficient continuing education opportunities for certification as requirements are modified for 1993?
6. Does the State Library have the commitment to recruit ALA-MLS librarians to Montana? Has the State Library established partnerships with ALA-accredited library schools? If so, which ones? Do other partnerships to recruit librarians exist?
7. Why aren't ALA-MLS librarians required to attend continuing education sessions for certification under the 1993 requirements?
8. Is continuing education credit awarded to a speaker/presenter of a session/seminar/workshop? Or just to the attendees?



SUGGESTED IDEAS AND RECOMMENDATIONS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: Certification of Librarians, Trustees, and Staff

1. Reaffirm the voluntary certification program.
2. Examine the feasibility of accepting the BA degree with a library science minor and Department of Public Instruction certification as a school library media specialist in lieu of the ALA-MLS in communities serving 25,000 residents or fewer.
3. Measure each library according to standards for its type. Require a five-year plan from the library which states its strategy to meet standards.
4. Require library directors to meet the requirements for voluntary certification based on the library's official population in the service area.



SUGGESTED IDEAS AND RECOMMENDATIONS
MONTANA FEDERATION STUDY
July, 1992

AREA OF CONCERN: State Library

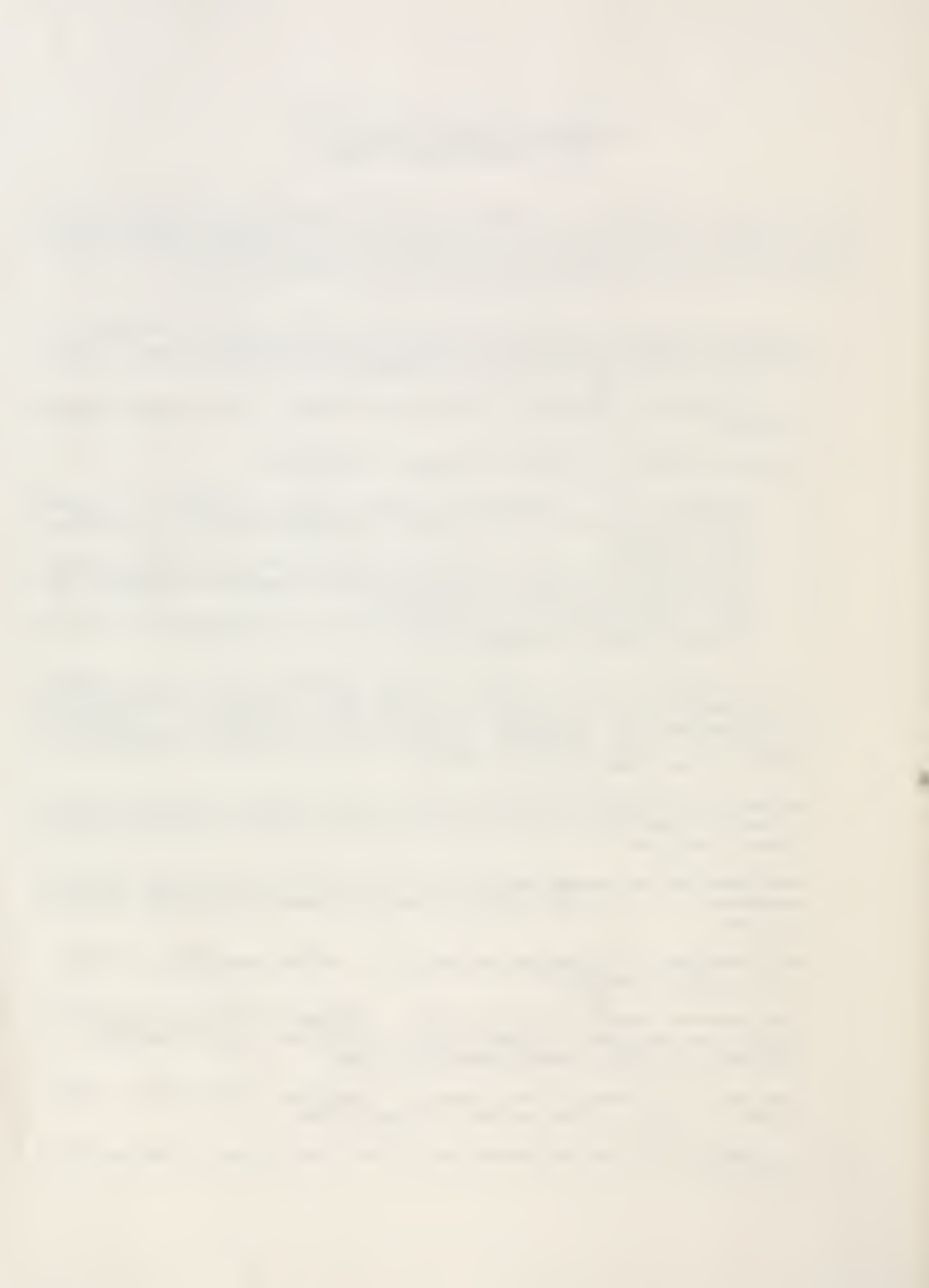
1. Articulate the State Library mission to the library community especially as it relates to the federations and library cooperation.
2. Assign charges and/or mission statements to the federations.
3. Encourage federations to work together for the successful negotiations of statewide agreements and/or contracts for the following:
 - a. library materials (Baker & Taylor, Ingram, Ebsco, etc.);
 - b. LaserCat and WLN services;
 - c. library supplies (Brodart, Gaylord, Highsmith, etc.);
 - d. serial subscriptions;
 - e. equipment (computer hardware and software, etc.); and,
 - f. library furniture.
4. Encourage federations to work with the State Library to develop a state qualified bidders list for vendors in #3 (above), especially "e."
5. Work with library advocates and lobbyists to achieve changes in state law and funding for libraries and federations.



MONTANA LIBRARY ASSOCIATION
1993 LEGISLATIVE AGENDA

The Montana Library Association recognizes that the 1993 Legislative Assembly will face great challenges in its efforts to resolve current severe economic problems. It is precisely because of the state's economic difficulty that the following agenda should be implemented, both to ensure that Montana's scarce information resources are utilized most effectively through sharing and to minimize total statewide costs.

1. Comprehensive tax reform which will generate additional revenues to meet the needs of Montanans, including the basic and increasingly critical need for library and information services.
2. Full funding of the State Library and State Law Library budget requests.
3. Adequate funding for HB193 programs, including:
 - a. Funding for a statewide library card program, in which participation would be optional but open to Montana libraries of all types.
 - b. Full funding for the successful statewide interlibrary loan reimbursement program, permitting level funding throughout the year for participating libraries.
 - c. Full funding for the direct state aid program, to \$1 per capita and \$1 per square mile.
4. Establishment of central coordination of all state telecommunications planning to ensure that libraries are essential participants in emerging networks and funding to establish additional school, academic, public, and state agency libraries as METNET sites throughout the state.
5. Exclusion of public libraries from I-105 limits, to permit local voters the opportunity to determine funding levels for local public library service.
6. Continued or increased support of library service through the coal severance tax, or equivalent support through alternative revenue sources.
7. Full funding of the budget requests for state-supported university and college libraries.
8. Incorporate annual cost-of-living adjustment into state school foundation program, to enable local districts to provide adequate support to school library media services.
9. Funding to automate state agency libraries, permitting greater access to their resources by all Montanans.
10. Continued legislative protection of the intellectual freedom of all Montanans.



1992 MONTANA LIBRARY FEDERATION STUDY

APPENDIX E

MONTANA LIBRARY ASSOCIATION 1993 LEGISLATIVE AGENDA



